

# THE ROTARIAN

*The Magazine of Service*



SEPTEMBER

CHICAGO, U. S. A.

1919.

The Town on the Upgrade

The Women of South  
America

The Man in Salesmanship

Even in the Movies

The Crisis for Street Railways

Just Talks--On the Rotary  
Idea

VOL. XV.

NO. 3

BISHOP CHURCH  
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Rotarian L. M. BOOMER, Managing Director



## Bill O'Laden, Traffic Expert On Simplified Spellin'

"**B**ILL," says th' Boss, "did ye be after a-reading 'Th' Story Iv English Spelling Reform' in th' June Rotarian?" "I did not," I says, "first because I do be agin English Reform iv any kind, an' second because sure I was so busy to Salt Lake, Divil th' toime I had to read anything but th' proof iv me articles. What was it about?" I says. "Simplified Spellin', Bill," he says. "Spellin' wur-rds as they is spoke, ye know." "Sure I know," I says. "Simplification is me middle name, simplified spellin' methods, an' simplified shippin' methods, sure I'm f'r both."

"Take me articles, Sir, don't I spell the way I spake? What's that on yer left side? A Tillyphone, ain't it? Then spell it T-i-l-l-y-p-h-o-n-e not telephone, an'—" "But, Bill," says the Boss, "the article says to spell it *telephone*." "It do," I says, "sure that spells it as Murphy spake it last night." "How so?" says th' Boss. "'Twas this way," I says. "Over to our Boston office there is a la-ad named Murphy, an' when he comes into th' office Friend Specht tells him his brother tillyphoned him. Murphy looks at Specht, an' 'T' Hell he phone me,' he says, 'he's been dead th' year.'"

"Bill," says th' Boss, "ye don't get me, simplified spellin' methods correct the anomalies iv English spellin' an—" "T-C. F. Co. methods correct th' anomalies iv American shippin'," I says. "'Tis I as don't believe ye knows what anomalies means, Bill," he says. "Thru' f'r ye," I says, "but sure I know what Trans-Continental Freight Company means. It means simplicity for th' shipper, to say nothin' iv safety, speed, satisfaction, not to mention savin's in time, temper an' tin."

"Then ye favor th' simplified spellin' movement, Bill," says the Boss. "I do," I says, "just as th' shippers favor th' simplified shippin' movement iv their freight by Trans-Continental Freight Company methods."

"Simplified spellin' f'r writers, an' simplified shippin' f'r shippers, that's me slogan, Sir," I says. "I believe in keepin' step with progress just as th' Trans-Continental Freight Company does."

Next month Bill will explain more fully Trans-Continental Freight Company savings. If you can't wait, write us now.

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## Rotary and Its Magazine

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Is an organization of the Rotary clubs in over 500 of the principal cities of the United States, Canada, Great Britain and Ireland, Cuba, Porto Rico, Hawaii, Philippines, China and Uruguay, with headquarters at 910 South Michigan Avenue, Chicago, Illinois. The name is sometimes abbreviated to I. A. of R. C.

### Objects of the I. A. of R. C.

First: To encourage, promote and supervise the organization of Rotary Clubs in all commercial centers thruout the world.

Second: To co-ordinate, standardize and generally direct the work and activities, other than local activities, of all affiliated Rotary Clubs.

Third: To encourage and foster, thru its own activities and thru the medium of affiliating Rotary Clubs:

- High ethical standards in business and professions.
- The ideal of service as the basis of all worthy enterprise.
- The active interest of every Rotarian in the civic, commercial, social and moral welfare of his community.
- The development of a broad acquaintanceship as an opportunity for service as well as an aid to success.
- The interchange of ideas and of business methods as a means of increasing the efficiency and usefulness of Rotarians.
- The recognition of the worthiness of all legitimate occupations and the dignifying of the occupation of each Rotarian as affording him an opportunity to serve society.

Fourth: To create, adopt and preserve an emblem, badge, or other insignia of International Rotary for the exclusive use and benefit of all Rotarians.

## Leading Articles in This Issue

HE PROFITS MOST WHO SERVES BEST (Page 122)....Frontispiece

A call to Rotarians to leadership in the world's industrial readjustments.

THE TOWN ON THE UPGRADE (Page 123) .By Edward Mott Woolley

How "pep" was injected into a community.

ON THE ROTARY IDEA (Page 126).....By Arthur G. Staples

One of a series of editorial talks on common subjects.

THE WOMEN OF SOUTH AMERICA (Page 127).....

.....By Clayton Sedgwick Cooper

A member of the Circumnavigators' Club gives some observations made in the course of his travels.

ROTARIAN EDITORIALS (Page 130)

THE MAN IN SALESMANSHIP (Page 132)....By Norval A. Hawkins

A practical discussion of a practical subject by a practical expert.

EVEN IN THE MOVIES (Page 135).....By Helen Craggs Johnston

Describing the descent of a bunch of Rotarians on a moving picture studio in charge of a former Rotarian, after the Salt Lake City Convention.

THE CRISIS FOR STREET RAILWAYS (Page 138) By Delos F. Wilcox

They may get around again but they will never be quite the same.

THE ROTARIAN'S OPEN FORUM (Page 141)

Memorial Flowers (Page 141).....By Frank Chapman

A Letter of Appreciation (Page 141).....By Irving E. Macomber

Bonus and Thrift (Page 142).....By James H. Collins

Subpoenaing the Experts (Page 142).....Stars and Stripes

All in the Game (Page 143).....By Frank M. Sawyer

We All Like Jollyng (Page 143).....By Strickland Gillilan

Architecture and the Public (Page 143).....By Arthur Harrison

Equity (Page 144).....By Chesley R. Perry

Let the Public Know (Page 144).....By E. W. Caster

THE VISION OF ROTARY (Page 145)

Keystone of Rotary (Page 145).....By Ed. R. Kelsey

Rotary a Training School (Page 146).....By Stewart McFarland

The Master Musician (Page 146).....By B. L. Hulsebus

What Is This Thing? (Page 147).....Dayton Rotary Smile

NEWS OF THE ROTARY CLUBS (Page 148)

THE advertising pages of THE ROTARIAN are open only to advertisers of acknowledged standing and respectability. Advertisements will not be accepted from those who are engaged in doubtful or irregular enterprises or whose records give evidence of even a disposition to disregard correct business methods or recognized standards of commercial or professional honor.

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### Excerpts from Audit Bureau of Circulations

#### Auditor's Report

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## He Profits Most Who Serves Best

**W**E are up against a new idea—a big idea. The old idea was that any man or any group of men was entitled to all he or they could get. Even in this generation we have admitted: "If he gets it legally it is his." Now the people who have not gotten very much, if anything at all, have decided to try their hand at getting all they can. They have awakened to the fact that they have the power to make and unmake laws. They see that it is in their power to make things legal or illegal.

**T**HE result is that agitators are trying to get the many to say that the few may no longer rule. The few are not to tell the many what is right or wrong. The few will not be permitted even to lead the many unless the many can see that such leadership is for the profit of the many and the many will not be satisfied with the few getting out of such leadership any greater benefit than the many. The many are saying: "If the leadership of the few does not benefit us as much as it does the few, what the hell's the use of letting them lead us? We'll lead ourselves."

**B**UT the masses can not lead themselves. Practical men of all classes know that leadership of the few is essential to success.

**T**HERE has been the preaching of "Service, not Self." To a very limited degree has this principle been put into practice. Now the great opportunity for Service is before us. In war time men and women gave of themselves even

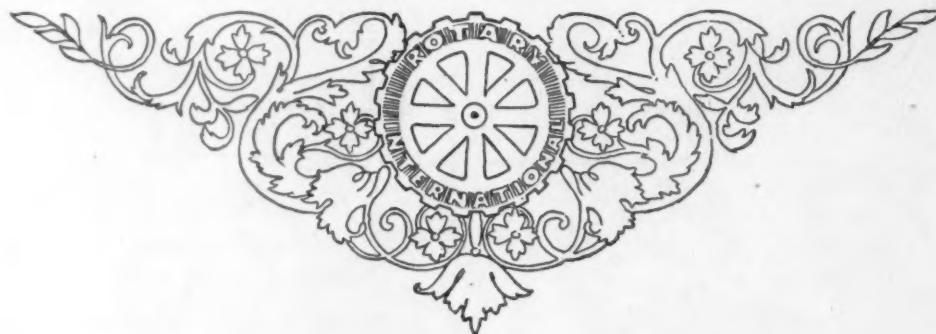
to the last dollar and the last drop of blood. The same sacrifices must be made now. The call is for sympathetic leaders of the masses. The leaders they want are men and women who will try to lead them not to do what the few want, but in doing what the masses want.

**W**ITHOUT intelligent leadership the masses will not merely right some wrongs—they will themselves commit many wrongs. Without wise leadership the masses will not merely cleanse the temple of the money changers—they will pull down the temple upon the few and the many.

**W**HERE among the few are the wise, intelligent leaders who will accept the situation as it is, admit that hereafter the profit the few will receive must be what the many will allow them to receive, and give their all, their knowledge, their skill, their fortunes, their lives if needs be, in service to the masses, steadying and guiding them in their great adventure of making democracy safe for the world?

**I**F the great majority of the few will promptly and whole-heartedly enroll themselves for this service, the birth-throes of the human race in bringing to light the new democracy will be comparatively harmless and painless.

**T**HOSE who so serve will receive the greatest revelation of the meaning of Rotary's slogan, **HE PROFITS MOST WHO SERVES BEST.**  
—C. R. P.





# THE ROTARIAN

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*The Magazine of Service*

Vol. XV. No. 3

CHICAGO, U. S. A.

SEPTEMBER, 1919

## The Town on the Upgrade

By Edward Mott Woolley

THE gaunt and towering figure of Emanuel Fatch loomed over the battered table in the directors' room of the First State Bank of Johnsville.

"Gentlemen," he said, spreading before the assembled stockholders a handful of legal documents, "I have sufficient proxies to give me control, and, therefore, I propose to take the presidency of this bank and appoint my own officers. I don't need the job, but as a stockholder I mean to see that we stop going down hill. With less deposits and resources today than a year ago, it is time we changed management."

Scarcely had he ceased when Elmer McMaster was on his feet. The contrast was striking. Fatch, a lawyer of seventy, was cold as ice and apparently without human emotions. McMaster was his antithesis, intensely human, and altho in his forties, looked ten years younger—and acted it. Fatch was forbidding and humorless; McMaster belonged to the magnetic type, witty, given to somewhat exaggerated figures of speech, and bubbling over with well-directed energy. Indeed, McMaster & Ebbitt, haberdashers, offered the best example of retail aggressiveness in a city not given to enterprise.

"I protest," he said, "against such attempt on the part of a minority stockholder to drive away with the bandwagon. Even granting that Emanuel Fatch got these proxies legitimately, he can't get away with it. Besides, Fatch has the wrong hunch. The trouble with this bank is chiefly the fault of the city—not of the bank officials. What's the matter with Johnsville, anyway?"

INSTANTLY the meeting was in an uproar, Fatch alone remaining cool. Adam Burnside, the venerable president of the bank, rapt loudly for order.

"If I am at all responsible for the decline of this bank," he said, "I have no wish to continue. I—"

But the babble broke out again. Emanuel Fatch was decidedly unpopular, and some of the stockholders made vitriolic speeches and backt him into a corner. Then McMaster again caught their attention:

"We have reached a showdown here in Johnsville," he shouted. "The condition of this bank is but a faint reflection of the city itself. It's time we made more than a side-show of the town—and that's all we are."

Waving aloft the typewritten bank statement, he went on:

"Why have our deposits gone down the chute fifteen per cent? How about our scores of depositors who send checks to mail-order houses? Look at our fried-out bank clearings!"



The gaunt figure of Fatch loomed over the table.

Turning toward the window, his eyes scanning the valley beyond, he continued:

"Or take the stagnation of our manufacturing industries! For three years the Knitting Mills have been idle. Ask Lawyer Fatch why? He foreclosed the mortgage. There are always some purses that swell up on the very inertia of communities. Johnsville itself is to blame for the troubles of the Knitting Mills. Has it ever had a housing policy, or decent street-car facilities, or adequate schools, or a dozen other things that attract working people? It takes a candle to draw moths. And what have we done to keep our factories going, after we got them?"

"Your Chamber of Commerce looks after that," sneered Fatch from his corner.

"Our Chamber is a dead one, like the town!" retorted McMaster. "You can't run any kind of show without a program, and you can't have a program without brains back of it—to think it out. This town has the brains all right, but it

doesn't think. A horse has brains enough to kick a buggy to pieces, but he *doesn't* because his thinking machinery isn't organized. Right here we strike the keynote of the trouble with Johnsville. Before we can modernize the town and put this bank on the up grade we've got to *organize* something—a live Chamber of Commerce, perhaps."

Then, lowering his voice, McMaster grew confidential:

"Here's a secret I'll let you in on. I've been intending to jump this town—or, in plain English, to find a better location. Either Johnsville turns a sharp corner and becomes a better merchandising proposition, or McMaster & Ebbitt go elsewhere."

"And if Fatch runs this bank, we'll all go!" broke in somebody.

"There's only one possible way to rejuvenate Johnsville," McMaster went on. "We've got to stop pumping out our water-logged Chamber of Commerce and get a new one with at least 10,000 tons displacement. We need a skipper to sail

it, instead of a cabin boy. Why, to cut expenses they now hire Jim Bookkeeper two hours a day as secretary, and they've moved into the tumble-down old Market Building. I had to light a match there yesterday noon to see the time. Five dollars a year is their membership limit—no wonder Johnsville's a five-dollar town!"

McMASTER'S accusations against Johnsville quite took the breath of the meeting. Then one of the heaviest stockholders came back at him. Strangely, he was Storey, editor of *The Johnsville Clarion*—a hard-shelled critic, iconoclast and bachelor. *The Clarion* was notable chiefly for its fear of the dark and of civic hobgoblins under the Johnsville bed. Storey looked at every projected public improvement thru the wrong end of his editorial funnel, getting the narrow vision.

"Your Chambers of Commerce are delusions!" he exclaimed. "I never knew of one that wasn't an incubus on its town."

"Then I'll show you one," retorted McMaster. "Just to convince you, I'll pay your expenses to Litchfield, and go along with you. We can leave here on the 10:36 tomorrow morning and get there in time for the Chamber of Commerce luncheon. Oh, I've been up there! Fact is, I mean to camp there permanently—if I'm squeezed out of Johnsville. They've got a Chamber of Commerce up there that would wake the dead. Say, you'll find two hundred good fellows at the luncheon tomorrow, all singing and calling each other by their first names. They pay Raymond Clark \$5,000 a year as secretary—and you bet he's worth it. Come on, Storey—let's see if you're game!"

Storey, taken aback, coughed, and young Charley Grey spoke up:

"I'd like to go along, and I'll pay my own way. You're right, Mac! If Johnsville doesn't wake up, we're sure goners. And I'm hanged if I don't move my paint business up to Litchfield, too, if we have to get out."

"It's a live town—take it from me!" broke in Henry Baldwin, the garage man. "I've been thinking of starting a shop there myself."

"Anyhow," resumed McMaster, "Litchfield has the strangle-hold on us. We've been asleep while they've done the thing. I've been studying that town, and for a place of 15,000 it's a marvel—but why? Johnsville has 20,000 and better natural conditions in every way. Fellows, I'll tell you: I discovered up in Litchfield that natural conditions don't count for themselves; it takes men. Real estate goes up in value because people want it, and are able to pay for it. Litchfield makes people want to live there; it runs a big show."

Fatch sat down, with a shrug of his shoulders. Some one observed that Litchfield had just secured a large factory.

"Yes, and factories count big," assented McMaster. "But they're doing other things, too. A city doesn't want just a diet of smoke and machine shops. Folks won't always grovel in dirt and dollars; they want some of the peacock and butterfly stuff—what college professors call esthetics. A party dress isn't much good without frills, and a live town must have ornament—mental as well as physical."

"Johnsville's got only one dress, a Mother Hubbard," opined somebody.

"They're planning a boulevard system around Litchfield," McMaster went on, "and are putting thru some of the finest roads in the state. Work of this sort has increast Litchfield's farm trade more than two hundred per cent in a year."

At this somewhat extraordinary statement Hank Saddletree, who ran the Farmers' Harness Shop and owned two shares in the bank, suddenly sat up.

"If it was that there Chamber of Commerce that done it," he observed, "set me down for it, right now."

On the other side of the room a freckled young man arose, one George Pierce, Junior, partner in his father's Emporium. The store's trade had declined ten per cent in a year, and now a faint glimmer of the causes seeped into George's brain.

"Johnsville certainly is punk!" he exploded. "And I bet my dad'll move to Litchfield if it gets any worse."

McMASTER got the floor again.

"When they were organizing their Chamber of Commerce in Litchfield year before last,

they made a survey of high school students and found that seventy-five per cent of them planned to go away after graduation. Litchfield was educating its boys and girls for other communities, because the town didn't have opportunities for them. That's enough to make a fellow think, isn't it? It's like sending roses to another fellow's girl. Litchfield saw what a ghastly joke it was, and is now making jobs for its young folks to grow into. It intends to be a real industrial center. Incidentally, it is building a magnificent new high school. I tell you——"

Adam Burnside stooped him with violent thumpings.

"We are sidetracked, gentlemen," he said, "we forget we are here to elect bank directors."

Instantly some one at the end of the table sprang to his feet, shouting:

"I nominate Elmer McMaster as a director."

"Make him president," somebody cried.

"Reorganize the Chamber of Commerce and put McMaster at the head," shouted another voice.

The president rapt loudly again. "We seem to forget," he observed, "that Emanuel Fatch has proxies enough to control this election."

A sudden and perhaps dangerous hush fell over the meeting, in the midst of which Fatch himself slowly arose and gathered up the proxies he had laid down. Then he held them out toward the president. For once he was outdone—and he knew the folly of persisting in a course that might wreck the bank itself.

"Men," he said, "my interests are identical with your own. Elect your president; I withdraw."

Thus in a single hour Elmer McMaster became not only president of the bank but the unchallenged head of a movement destined to put Johnsville on the map.

## II

THE following week McMaster headed a delegation of Johnsville citizens on a tour of investigation to Litchfield, where some of them gained their first conception of the truth that city development is a high art indeed.

For a few weeks after their return to Johnsville, the city was violently divided, and at a mass meeting this difference became almost a riot. Yet the following day, to the surprise of the town, *The Clarion* came out with a two-column editorial taking sides with McMaster. Few people knew of the long night conferences in Storey's inner office, during which McMaster had won the editor over.

Meanwhile the Rotary Club took the matter up and voted with great enthusiasm to back the project. McMaster himself was a good Rotarian.

With this assurance he wrote to an agency for increasing the efficiency of commercial and civic organizations, which had awakened Litchfield to its possibilities. That same week a representative of the concern, one Danroy, arrived in Johnsville and addressed a Rotary luncheon. This was followed by a large public meeting in the Opera House, at which Danroy spoke on Chamber of Commerce philosophy. But knowing that most of the gathering could not yet appreciate this logic, he held his audience breathless by telling concrete things various cities had done. Among other things he said:

"For example: Bridgebury, up state. First of

all, it resolved to advertise itself from ocean to ocean, and got an ex-President of the United States as chief speaker at its Chamber of Commerce banquet. Afterward it secured a former Secretary of War, and men of like caliber.

"Those Bridgebury chaps were live wires. At one of their feasts, a 'Trans-Continental Telephone Dinner,' the guests talkt to Buffalo, Cleveland, Chicago, and even San Francisco.

"Then Bridgebury collected and published local industrial, social, and vital statistics, and went out aggressively to get new industries. It kept track of strikes in New York, and invited metropolitan manufacturers to move or establish branches in Bridgebury. The Chamber of Commerce formed a traffic bureau for the benefit of the manufacturers, and a Credit Rating Bureau to help the retailers. A modern plan for securing and financing conventions was adopted with success."

Then Danroy told about Rocky City and its elaborate city planning. Here, too, serious labor difficulties were eliminated thru improved housing, and thru intelligent attention to public recreation, education and child welfare. The new Chamber of Commerce brought in many industries, at the same time working for idealism—even to classical music.

Then he spoke of the small industrial city of Forge, which had been badly paved and dirty; and nobody cared. But the people came to believe in the town, and to do civic thinking; they got the look-ahead habit, picturing the place as it would be in twenty years. Within two years the whole atmosphere changed; real estate went up, living went down, and trade increast heavily.

As a climax Danroy described the Chamber of Commerce in the big city of Chester, where the members had achieved an advanced plane of work. The Chamber occupied a magnificent building that cost \$700,000—the center of all civic aims and commercial progress.

The meeting voted that Johnsville ought to have a modern commercial-civic organization, and the following week the directors of the old Chamber of Commerce signed a contract for a snappy campaign for a new chamber.

## III

THUS Johnsville suddenly found itself in the throes. Old Fatch had worked a miracle when he attempted to seize the bank.

An important development took place on the very first day of the campaign, arising out of the mortification McMaster experienced when he conducted Danroy and three members of his staff to the Grand Palace Hotel—the best in town. After rueful apologies for its shabbiness he resolved to organize immediately a hotel project worthy of Johnsville—which he did.

McMaster helpt Danroy to pick out the key men, and then came group meetings, at which these men discuss the things most necessary in Johnsville. This gave a composite picture of conditions then existing in the city. Thus:

Very dirty; atrociously paved and sidewalkt; yards littered with paper, and ravines with tin cans; the roads leading into Johnsville were bottomless in places, so that farmers went the other way; boulevards existed only on paper, and River Park was still a garbage dump; the few Johnsville factories then running emptied their chemical refuse into the river; the stores were



ultra-conservative, and the mail-order houses had a mortgage on the town; housing conditions for working people were very unsatisfactory; good shows never came because the town had only an antiquated theater; Johnsville had the old-fashioned sort of religion, running to hellfire and brimstone rather than the philosophy of better life.

The town had advantages of location for manufacturing and was the natural trading center of a rich agricultural area, but had never appreciated the need of organized effort to profit by these opportunities.

From this dismal, but not hopeless, picture, the program for a better Johnsville was drawn up—evolved from within, not superimposed from without.

MEANWHILE Storey virtually loaned *The Clarion* to the city for publicity uses, under the direction of Organizer Danroy.

"It's not an easy thing," the latter remarkt to McMaster, "to get under the skin of people like these; but with the right sort of publicity it can be done."

And surely they did it. Danroy and his co-workers stirred up the town as McMaster had never thought possible, so that men in all walks clamored to get on the bandwagon. Many a man who hadn't made a speech in his life blossomed out as an orator.

Yet the job was no walk-away. In the background was bitter and often vindictive opposition. Fatch, for one, was always skulking around like a wolf, ready to pick the bones of Johnsville's daring project when it succumbed.

"I'll get the bank yet," he remarkt to his client, old Goldbug, who had held the mortgage on the Knitting Mills.

"And foreclose a few more of 'em, eh?" mumbled Goldbug, poking Fatch in the ribs.

"The whole campaign is a case of hypnotism," observed Maria Studywell of the Johnsville Home for Enfeebled Economists. "As soon as those chaps from New York get the money they'll skip."

But nobody skipt, and the work went along with a gallop and swing beyond McMaster's wildest dreams. The contagious enthusiasm seemed to work miracles, drawing into the task men who long since had regarded the improvement of Johnsville as impossible. In this work the co-operation of the Rotary Club members was invaluable.

Even Appleton C. Marmaduke—whose middle initial was reputed to stand for Corporation—felt the allurements of loaning his talents to Johnsville. He had made his money as attorney for electric and water-power corporations, but now he launght into this civic cause. As speaker and organizer he proved a tremendous asset.

Also came the Hon. Dick Goodfellow, ex-Congressman and erstwhile Johnsville mayor. He was 67 and for years had lived mostly in Washington, having come to believe he was thru with life's job and entitled to contemplate the path over which he had come. But now he saw a new and glorified trail leading up the mountain. He announced he would stay in Johnsville for a year and give the work all his time.

Still another ultimate pillar of the new Chamber of Commerce was Hayworth Glass, president of the one really successful industry in town—which had its own housing development and had long since declared its independence and contempt of Johnsville.

SO, after spending a month in educating the people as to what the town needed, and another month in making a program and starting the wheels of the new organization, a modern Chamber of Commerce was finally started, with Elmer McMaster as president. Harry Welch, the new secretary, was one of the liveliest wires that ever hit Johnsville. He was thoroly trained in practical city work, having taken a course in a special school of Chamber of Commerce procedure. Young Welch had outgrown a smaller town, and came to Johnsville at a salary of \$4,000 to start.

#### IV

*Time—Two years later.*

*Occasion—Annual stockholders' meeting of the First State Bank of Johnsville.*

*Cast—Elmer McMaster and a gathering of persons holding shares in the bank, Fatch and a few others excepted.*

*Scenery—Directors' room has been redecorated and furnisht in mahogany, with real Oriental rug.*

"IT is my pleasure to report a twenty-seven per cent increase in deposits within a year," said McMaster; "also a thirty-six per cent decline in mail-order checks. Our loans to merchants and manufacturers have increast nineteen per cent, and our net earnings show a gain of six and a quarter per cent."

He finisht the report, and one of the stockholders jump't up and moved a vote of thanks for his able management of the bank.

"Wait," said McMaster. Then, stepping to a window, he pointed down the valley to a vista of active smokestacks. On the sidehill the sun was playing on a group of new cottages, and nearer, rising out of a medley of roofs, was visible the upper stories of an incomplected high office building. Just beyond rose the splendid new Grand Hotel.

"Don't make any mistake in voting your thanks," he said. "Let me sum up for you a few factors that have contributed to our success. Every new industry secured has been a spoke in our bank's wheel. The resumption of the Knitting Mills, thru the financial co-operation of the Chamber of Commerce, brought back to Johnsville six hundred people who have added about \$100,000 to our savings deposits. The location of the Motor Company's branch assembling plant here has meant for us at least \$50,000 more. The merchants—"

"Our business has increast forty-four per cent," broke in George Pierce, Junior, of the Emporium.

Charley Grey chimed in: "I never had so many contracts before!"

#### The Gifts

To men are given hands to do  
Beautiful things, lovely and true.  
To men are given feet to tread  
Down lowliest paths—Love to spread.

To men is given one great mind  
To help dumb beasts and all mankind.  
To men is given one great God  
To know and love and always laud.

—Royal Mangum.

"I don't mind saying," said McMaster, confidentially, "that the trade of McMaster & Ebbitt has more than doubled in two years—and why shouldn't it? When you turn water into a sluiceway, something is bound to get wet. It's the same way when you get money flowing. Now listen:

"We have paved thirty-three miles of streets at remarkably low cost since Johnsville started its municipal asphalt plant. This improvement has increast the value of abutting real estate at least ten per cent and our tax receipts have gone up accordingly."

"Look at Valley Street," he added, "where Jake Carter's car used to get mired in front of his store. Today you can't find a better paved street; and the farmers from East township, who had gone to Five Corners for years, now come into Johnsville over that route and do most of their buying."

"Don't forget the Produce Market for farmers," suggested somebody.

"Which was one of the big things put over by our Committee on Foodstuffs!" commented McMaster. "When our Industrial Survey is finisht it will show that this town gets forty per cent of its business from farmers—not mail-order business, but sales over the counter."

Here broke in the Hon. Dick Goodfellow, chairman of the Roads Committee:

"The improvement of River Turnpike was the biggest investment we taxpayers ever made. Next year we'll have all the feeders finisht, and then we'll sure get the farm trade."

"And don't overlook the new Chamber of Commerce Community House," observed Appleton Corporation Marmaduke. "It has given us a distinction among progressive cities. More than twenty Chamber of Commerce delegations have already come here to inspect it."

It was chiefly to his efforts and large personal subscription that this beautiful civic building was due, housing not only the Chamber of Commerce but a dozen other organizations as well—County Farm Bureau, Red Cross, Associated Charities and the like. Its auditorium was in special demand pending the construction of the new Opera House, and its big dining-room and women's rest room were popular.

"Men," McMaster went on, "you know as much as I about the big things we're working for: Our city planning, with its scheme of parks and boulevards and idealism; the Johnsville zoning plan, to keep boiler shops and Ah Sing laundries where they belong; the new supervised playgrounds; our Child Hygiene Bureau; our study of new sources of city revenue and of the cost of city activities; our statistical department, to find out what's what and why, and make available for new industries a large amount of data; our investigation of retail, wholesale, and traffic subjects; the Chamber of Commerce Salesmanship School; and the activities of the Civic Home Building Corporation. You men are all partners, not only in this bank, but in the bigger enterprise of building up a better and more prosperous Johnsville. Let us place the credit where it belongs."

He stept to a side table and, pouring out a glass of water from a silver cooler, held it aloft.

"I propose a toast to the Chamber of Commerce and to Greater Johnsville," he said. "And let us not forget that what a man does for himself dies with him; that what he does for his community lives forever."

## Just Talks—"On The Rotary Idea"

**F**OURTEEN years ago, out of an accident there came a practical religion called Rotary. Rotary is SERVICE spelled in capitals. Several men got together around a table and decided that they would know each other better. After they got together it was like the disciples—and no sacrilege intended—they had to carry the gospel.

They found out as they sat together that there were only two people in the world—you and I. The man who thinks only in terms of "I" is living only half a life. He is standing in front of the looking glass all of the time. He sees only himself. He needs to turn around—to rotate.

Rotarians decided to look at the other fellow—meaning you. They got up a motto which was "Service not self." That is only another way of saying "the other fellow." It is not a new doctrine, only there have been very few civic organizations which devote themselves exclusively to the subject and that have no rituals and no paraphernalia. To be a Rotarian, you do not have to know when to advance with the left foot and when and how to swear by the lungs, liver and bacon. You have only to appreciate your neighbor.

**T**HEY adopted a wheel for a symbol, because the wheel is the most wonderful invention of all ages. It supersedes any other mechanical contrivance ever conceived by man. I wish you would think over the adaptations of the wheel. It is far and away ahead of the stone drag as a means of conveyance and transit. On it all traffic moves on earth. It lifts things out of the earth. It is an adaptation of the Archimedean lever, with which the philosopher would contract to move the world. The wheel and axle have brought all of the riches of the earth to its surface and all of the water from deep wells.

The wheel is symbol of power, progress and statehood. The navigator stands at the wheel and steers the ship. So we symbolize the great leaders as commanders at the wheel steering the ship of state thru tempest and amid the shoals and past the rocks.

It is a symbol of eternity, having neither beginning nor ending. It has a centre from which radiate the spokes. Drop a thought into the center of the circle and it radiates to the periphery. This is why it is a useful symbol to Rotarians. A thought or suggestion at the center goes by its spokes in every trade to every point of the circumference of a community.

At the centre of this wheel resides Altruism—or thinking of someone besides yourself. No man can possibly live up to Rotary ideals who has any other attitude toward life.

**R**OTARIANS are friends of all big brother movements. They are obliged to know each other. Acquaintance is a very wonderful thing. We prescribe it for all diseases of a community—such as sloth, indifference, dry-rot, laziness, jealousy, slander, tyranny, unfair competition, uncleanness, small-town-notions, et cetera.

Acquaintance among business men, professional men and between employers and employes will make a lot of difference—and all the difference between looking at your own reflection all of the time and turning around and looking at your neighbor. Acquaintance creates respect and confidence. Respect and confidence will make a big town out of a little one.

Rotarians are in the way to be true friends. Daily and weekly association creates a bond of love that makes a unit of service. This is true Rotary spirit. There is nothing else like it except the class and college spirit that develops in the formative period of four years in college.

**T**RUE Rotarians are never materialists. They are a mixture of the ideal and the practical. They feel their responsibilities to society in the way of progress. Progress is God's plan. Rotarians have a practical religion, regardless of creed. It is one that works along with and in helpfulness to the church.

I have seen men who got not so much as some others out of Rotary; but I never saw one that got harm. It is clean, sweet, without bad habits, without profanity or obscenity. It is the religion of Service to fellowman.

—Arthur G. Staples, managing editor of "The Lewiston Journal," member of the Rotary Club of Lewiston, Maine.



# The Women of South America

By Clayton Sedgwick Cooper

LET me begin by quoting a paragraph from my notebook harmlessly headed "Women." "The women of Chile, clothed in their mantas, and wearing the alluring Spanish head-dresses of dark veiling, floating along the squares or plazas of Santiago, are surpassingly beautiful. There is no use trying to describe them. You can't do it. However, it is something to have seen them in their native grace and environment.

"The aristocratic looking ladies in the old city of Pizarro at Lima, seem to be always going to church, week-days and Sundays too; in fact they seem as eager to go to church as the Peruvian men are not to go.

"The Argentine women belong to a new, a more modern world. They have had their 'coming out party' from medieval ways and customs. They remind one of Paris, Genoa, or almost any fashionable European city, and their gowns and motor cars and jewelry must make the old Spanish adventurers who came to the New World for gold and priceless treasure stir uneasily in their sepulchral sleep.

## Mixture of Races

"The ladies of Uruguay, like the men of this small but progressive 'Banda Oriental,' keep their eyes on their Argentine and Brazilian neighbors, but no one would suspect them of yielding one jot in the matter of modernity to the fair sex of either of these larger contiguous republics. Is not the Uruguayan peso worth more than the American dollar, and does not the high-spirited Uruguayan male spend it upon Paris gowns and foreign bric-a-brac as lavishly as the native gaucho stakes his thousands at the Temple of Fortuna?

"The women of the big Republic of Brazil tell

one with earnestness that they come not from Spanish stock (God forbid!) but from the old and noble families of Portugal. They have an imperial ancestry, springing from an ancient proprietary civilization, and in their veins flows the blood of kings. The mixture of Portuguese or Italian with the native Indian of Brazil makes a *caboclo*, and the dash of color in the complexion is no cause for apology, when these women are aware that they make some of the best home-makers and mothers of sons to be found in this hemisphere."

These notes were made in good faith on the spot, before I had arrived home and had the chance to fall again into the all too customary northern way of thinking of South America as a land of jungle and steaming tropics, whose in-



*Little wonder there are no bachelors in South America! The graceful poise of this middle class Peruvian woman more than compensates for the enveloping manta*



*The Indian woman of Brazil displays a love of finery in her rich embroideries and her elaborate headdress. She is very intelligent—and her industry is unquestioned after one counts the braids!*



*The Indian ancestry of this Brazilian girl employed on a coffee estate shows not only in her dark complexion and straight hair but in the regular, clear-cut features and easy pose*

for after searching thru the many volumes written about these countries, one finds only here and there a short paragraph dealing with the status of the women, and almost nothing at all about their modes of living, their thoughts, ideals or ambitions.

Book after book is written dealing with the commerce of this growing continent, with descriptions of its great cities, its feudal-like farms, its possibilities for the enterprising, ambitious young men from other lands, but nothing is said about the mothers and the wives of the men who are building the foundation of this coming Land of Promise.

While the sources of information are scanty, yet there is enough to show that many South American women have become examples of great courage and patriotism. History tells us how the Brazilian women of Sao Paulo, in early colonial days, when their husbands returned home after a crushing defeat at the hands of the Indians, scornfully rebuked the vanquished warriors with the command "Go back and conquer, it is only as victors that we will receive you."

The songs of the people of Colombia celebrate the beautiful patriot Policarpa Salabarrieta, who was executed for her part in Colombia's struggle for liberty. She died, exhorting the seven men who were executed with her to meet their fate like men and heroes. Under the title "*La Polae*" her

habitants are mostly revolutionists or painted savages seeking for the scalps of white men, and where the women, chiefly negroes, are as ignorant as they are careless of their virtue.

It is difficult to make general statements concerning the circumstances and influence that govern the conditions of women in Latin America, and at the same time—give a picture sufficiently definite and distinct to be of interest. The lines which set the twenty republics geographically apart from each other are not more distinct than the lines, which for many reasons, set apart the women of Peru and Argentina, of Bolivia and of Uruguay, of Chile and of Brazil.

## Little Written About Them

One can come to South America, however, with few preconceived notions regarding its women,

name is loved by the common people, and sixty years after her death the Colombian Congress voted a pension to her surviving relative.

#### Differences in Types

Not only have women been courageous in war, and offered their husbands and sons gladly in the cause of liberty, but an Argentine woman has been a distinguished advocate for peace. The colossal statue of Christ on the summit of the Andes, at the border line between Chile and Argentina, commemorates the treaty of peace made between the two spirited nations. The statue is cast from bronze of old cannon which the Spanish left at the time of the achievement of Argentine independence. On the monument is the inscription:

*"Sooner shall these mountains crumble into dust than the people of Argentina and Chile break the peace to which they have pledged themselves at the feet of Christ the Redeemer."*

The conception of such a monument came from Bishop Benavente and a woman, Señora de Costa; and it was she who, as president of the Christian Mothers' Association of Buenos Aires, undertook the work of securing funds and of getting the statue erected.

It is difficult in writing of the women of Latin America to speak of them collectively. There is a marked difference, for example, in the women of Peru and the more advanced women of Argentina, of Brazil and of Uruguay. The women of Peru are just peering thru their latticed windows into the world outside, while their Argentine sisters have boldly stepped thru the doorway.

Yet the movement to give women more opportunities to develop their abilities, to express their personality, and to receive higher education is sweeping over their southern country, and you can watch its progress as you pass from Peru down the West Coast and across the Andes to Argentina and Brazil.



*The Indian woman of Paraguay industriously prepares for wearing apparel the furs her husband has secured in his traps, or with an artistic touch weaves useful as well as ornamental baskets*



*The first families of Brazil educate their daughters in the convent schools and turn out scholars in English, French, Italian and Spanish besides the native Portuguese. The girls mature and marry early*

#### Cling to Old Forms

At all hours of the day you can see black-robed figures winding their way thru the narrow streets of Lima or Arequipa on their way to the churches where they will kneel before their favorite altar, asking a blessing upon the families who seemingly find their God thru the piety of their women folk. The church is gradually losing its power in Peru because the men are turning from forms and creeds, and in their emancipation are becoming agnostic. But the women still uphold their faith and will go to any length to preserve its form and symbols.

When the bill was introduced into the Peruvian legislature allowing liberty of worship, it was bitterly opposed by the Catholic Church. The women became active partisans in the fight, and contrary to all precedent, the quiet, almost cloistered women of Lima marched in the streets, going to the Senate and crying from its galleries as the bill was being read, finally throwing bunches of hay upon the embarrassed senators, thus signifying that the women of Lima considered them donkeys.

But it was the first time that the ladies of Lima showed themselves in public demonstration, and perhaps it will be the last, as the Peruvian lady will be one of the final recruits for woman suffrage or, in fact, for any movement that will take her outside her kingdom, the home.

One sees many signs of Spanish civilization in Peru, and especially in the rules concerning the lives of the women.

The old Moorish domination of the Spaniard is seen in the screened balconies overlooking the streets, where the ladies of the house may watch the passing crowds, themselves unseen. There is the long dark shawl draped around the head

and face, and hanging in folds that disguise the figure, the cousin of the veil of old Moorish days. There is the lace mantilla that is worn by women to church, as in Peru one can not wear a hat in the places of worship, and there are the inner patios around which are placed the women's quarters, hidden from curious eyes of visitors.

#### Oriental View of Women

It is quite Eastern, and altho the Peruvian lady has traveled (many have been educated in France), still she is Oriental in her belief that the woman's realm is the home; she feels that she is the sole property of her husband and her children, that her only aim in life is to keep well her household and see that her children make their mark in their appointed places in life. Like her sister, the woman of India, she does not care to become a star herself, she only wishes to shine in reflected glory.

The young girl of Peru is educated seemingly with but one object in view, that of obtaining a husband. She is taught to play the piano, embroider, speak French, dance and make herself generally attractive. She is acknowledged by all to have a very good brain, in fact some say the woman is superior to the man of Peru, intellectually, morally and physically.

But as far as her intellect is concerned, she is not given the opportunity to develop it. She does not read much except the rather highly colored French novels or translations of those romances that appeal to the emotional Latin American. She is not taught to think, and her men folk try to come down to her level in their conversations with her.

Yet there is no woman who has more native wit, who is quicker and brighter at repartee than the Peruvian, and all admit that there is no woman who has a higher standard of morality than do these same dark-eyed senoras and señoritas in a country without divorce laws.

The girls have charming manners, are intensely



*This industrious Indian woman of the Peruvian Andes successfully accomplishes two things at once for besides caring for the kiddie on her back she is also plying her weaving-stick*



feminine, and when young the Peruana is often very pretty. She has large dark eyes, which she knows how to use effectively, a good complexion, a graceful figure (that she loses often by the time she is thirty) and the art of dressing with much taste. She knows how to wear her clothes, and whether she is a woman of the middle class, dressed in a manta, or black shawl draped around her head and covering her body to the knees, or one of the elite in the street gown of European manufacture and the lace mantilla over her hair, she is always chic and attractive.

In Peru the women of the better class do not wear hats in the morning as they are supposed to have been to church if they go out of the house before noon, and it is forbidden to wear a hat in any church in Peru. But in the afternoon she may be seen in the shops or in motors hurrying to some afternoon tea or bridge party, dressed in the latest Paris creation.

Women, and especially young women, are never seen alone in the street, as it is considered most improper for a woman under forty to go out of her home unchaperoned by an older woman.

Another peculiar custom to the northern visitor is the fact that a woman upon meeting a man acquaintance does not bow to him unless he first salutes her, and she would never stop and talk to him, altho he might walk with her for a few steps, if she were accompanied by some member of her family.

A young man calling upon a Spanish family, (and this custom is quite universal in all of the South American countries), is never left alone with the daughter of the household. If the parents or chaperons should by chance leave them alone together, it is expected that the youth will

propose to the girl; and if he is inclined to enter the doors of matrimony and should be accepted by the young lady, it is his last opportunity of being alone with her until the marriage vows have been pronounced.

After marriage the woman enters upon her heritage of social freedom, yet it is restricted to a certain extent. A married woman does not receive a caller of the other sex in her husband's absence, nor does she dance with any man except her husband. She would not think of entertaining or being entertained in his absence, and if he is away from home for any length of time, she is supposed to remain secluded until his reappearance upon the scene.

### Business World and Women

The business world is just beginning to open its doors to the women of South America.

In Ecuador, Colombia, and Bolivia women have not yet entered into the industries or the professions, and there is scarcely as yet any paid work for women outside of the home.

In Peru the woman who has to work for her living is looked down upon. There is a great gulf in this aristocratic country between the laboring and well-to-do classes, which makes it especially hard for women to enter the business world. Many prefer to do sweat-shop labor for the big firms, barely eking out a miserable existence, yet feeling that they are keeping their "caste" by doing the work at home, rather than publicly where they will be seen by their neighbors and class as working women.

Even women teachers have little standing, and it is within only the last few years that women have taken positions as cashiers, clerks, or stenographers. Of the handful of women who have been graduated at the University, one is practicing medicine, two dentistry, a few pharmacy, and a few others are conducting private schools.

The old Spanish pride will for some time to come keep the better class women of Peru from entering the business world in any capacity. Nevertheless there is developing gradually a middle class of women who are intelligent, and who, because they are not afraid of work and have no feelings of disgrace in their toil, are developing intellectually and will eventually open the way for other women to learn there is a means of livelihood other than that of marriage and housekeeping.

### Chilean Woman More Advanced

There is an element of greater independence in Chilean womanhood, and their entrance into the industrial world has put a new emphasis on the dignity of woman's work. In the large cities they are found mainly in the factories and stores, but they are gradually entering the government and other business offices. Stenography and typewriting are being taught in the girls' professional schools, but the chief position open to women is that of teaching.

The Chilean woman is more advanced than are the women of Colombia or Peru. She is an ardent supporter of the church, but less bigoted and narrow than the Peruana. She is more cosmopolitan, is not so tied down by tradition and custom and is keeping step with the man of Chile.

There is no Chilean type as there is in Peru. The woman you meet on the streets or in the beautiful homes of Valparaiso or Santiago might be seen in New York or Paris.

Across the Andes one comes into another world altogether than that seen on the West Coast.



*A Bolivian country woman cares more for her baby lambs than for her appearance, as the ragged poncho would indicate. The jug she carries belies its looks, for it contains water*

In Argentina everything is so intensely modern and up-to-date that it is quite disappointing for the visitor looking for "local color." There is no color in Argentina save the color of gold that seems to cover everything, Argentina is so prosperous, so rich, and contented with itself. Its capital, Buenos Aires, is a beautiful city, a mixture of Paris, Berlin and Chicago.

Here again there is no type, as the races are mixed to such a degree.

The Argentine woman is entering the world of business and thought. Women are contributors to the leading magazines and philosophical reviews, and they are studying in the universities and technical schools. There is a large and ever-growing number of business women in Buenos Aires. Large numbers are employed throughout Argentina as teachers, and stenography is becoming very popular. Teachers of languages, dress-making, and domestic science are to be found in the larger cities and towns.

The women of Argentina in their new-found freedom are advancing a little too fast for their spiritual good. Many of them pride themselves that they have left their old religion far behind, and that they do not need a new one.

In Brazil one finds the quiet, home woman again. She has not entered public life except in a few cases, and there is a quiet charm about her not found in her more advanced sister of Argentina. She is not so modern, obtains her education in the convent schools, and still believes that woman's supremest realm is the home.

The Brazilian type does not make for beauty, as the intermixture of many bloods has made her, especially in the lower classes, rather too dark.

To write on this subject of womanhood is at least a hazardous occupation. I have not tried more than to sketch the salient features of the South American woman, the full-length portrait of whom would require many volumes.—*Reprinted by permission from "The Log" of The Circumnavigators Club.*



*The Brazilian country woman, with the week's washing perilously balanced on her head, carrying a burden of sugar cane as well*



# Rotarian

## *Misdirected Zeal in Stock Selling*

**M**INES, oil wells, and other natural resources require capital for their development. This capital is generally provided by the sale of stock in a development company. Sometimes men who have invested in such an enterprise become enthusiastic and want to give their friends a chance to invest and make some money. They mean well, but when they utilize the influence of Rotary to forward the sale of any stock they are overstepping the proprieties. Any organization that has attained the scope and influence of Rotary must expect to experience a certain degree of annoyance of this nature. However, Rotary does not in any form sanction the use of its name in the sale of securities. Each Rotary club is expected to assist in letting it be known that any such action by a Rotarian is a violation of the privileges of membership.

\* \* \*

## *Welcome to the Prince*

**N**ORTH AMERICANS generally will be very happy to know that the eldest son of the King of England is making a visit to Canada and the United States. Every traveler from one side of the Atlantic to the other helps to develop acquaintance, friendship and understanding. Unfortunately the Prince is surrounded by a mesh of etiquette that may keep him from having as good time as he might otherwise. We are told that no one can be introduced to him nor can he be introduced to any one unless the Prince has let it be known that such a procedure would be welcome. We shudder to think of what might happen to the Prince if he were to wander into a Kansas or Oklahoma Rotary Club. Even in the Chicago Rotary Club Roy Denny would probably slap him on the shoulder and say, "Hello, Wales, we're mighty glad to have you with us!" The equerries and staff officers would probably drop dead, but very likely the Prince would really enjoy the experience.

\* \* \*

## *Rotary Bonds Tightening*

**A** NEW connection has been established between the International Headquarters Offices of Rotary and the clubs of the twenty-fourth district. This district comprises Great Britain and Ireland.

The new connecting link is the announcement that the first ship of an endless chain has departed from Chicago wharves for a voyage across the Atlantic to a British port. The opening of this line is an indication that the day will come when a British Rotarian can get on a boat at Liverpool or Southampton and get off that boat at a dock in front of the offices of International Rotary.

## *After the War—What?*

**T**HERE has been much speculation as to what would be the mental attitude of the men returned from military service. It has been reported that the Canadian soldiers spent their spare moments making resolves to reform politics when they got home. The German soldiers evidently made up their minds to overthrow their autocratic government when they got home. What about the Americans? A partial answer at least is found in the program of *The American Legion*, an organization of ex-soldiers and sailors of the United States. The preamble to their constitution is as follows:

"For God and Country we associate ourselves together for the following purposes:

"To uphold and defend the Constitution of the United States of America; to maintain law and order; to foster and perpetuate a one hundred per cent Americanism; to preserve the memories and incidents of our association in the Great War; to inculcate a sense of individual obligation to the community, state and nation; to combat the autocracy of both the classes and the masses; to make right the master of might; to promote peace and good will on earth; to safeguard and transmit to posterity the principles of justice, freedom and democracy; to consecrate and sanctify our comradeship by our devotion to mutual helpfulness."

A spirit of idealism seems to animate their organizing convention—a spirit of unselfish desire for service to others.

\* \* \*

## *The Camels Are Running*

**T**OTAL wartime prohibition, starting from July first, and total constitutional prohibition beginning next January in the United States; total prohibition throughout the Dominion of Canada; a tremendous increase in the strength of the prohibition movement in England, Scotland, and Wales; these are rather plain signs, not that the camels are coming, but that some of them have come.

There will be determined opposition on the part of some against the enforcement of the prohibition amendment in the United States and against the spread of prohibition in the British Isles; efforts will be made to play upon the feelings of the returned soldiers to make them believe that an injustice has been done to them; legal fights will be inaugurated to stop the enforcement of the laws. It is possible, but not probable, that the constitutional amendment in the United States will be defeated on legal grounds; it is possible that the spread of prohibition sentiment in the British Isles may be checked; it is possible that there may be considerable ill feeling aroused among some of the soldiers returning to the United States and Canada.

But the end is inevitable—and that end is the end of the use of alcohol as a beverage and the arrival of the whole herd of camels for a permanent stay.



# Editorials.



## *Farm Training Camps*

SEVERAL Rotary clubs have taken an active interest in the establishment of camps to train the older boys and young men for work on farms in order to help meet the labor deficiency due to the incorporation of so many men in the army and in other forms of war work. The idea has worked out very successfully, in fact so successful has it been that far-seeing men are wondering why it cannot be applied to adults. Farm work will be as important in the next few years as it has been in the past four. Skilled farm labor is always in demand. There are many men physically able to do farm work who would prefer that kind of work if they had the necessary training. Farm training camps can provide this training. Local organizations can help to fill the need of their respective communities for farm labor by establishing farm training camps. They can work in co-operation with the county, collegiate, state, and national agricultural agencies. The world is short of food and the only way to meet that shortage is to increase the production of food. The farmer can do very little towards increasing his production unless he has help.

\* \* \*

## *Killing the Killers*

THE gray wolf is the animal most feared by range sheep growers, but the insignificant little prairie dog does considerably more damage. A few years ago the live stock killed in the United States by predatory animals was valued at about \$20,000,000 a year, but at the same time rodents, chiefly prairie dogs in the range sections, destroyed \$150,000,000 worth of pasturage for sheep and cattle, and grain crops of an equal value.

A systematic campaign has been under way for the last few years to destroy these killers of animals and the more numerous destroyers of stock food. Since 1915, in which year the American stockmen secured the cooperation of the Federal authorities, 200,000 stock killing animals have been destroyed. Included in this number were more than 2,000 gray wolves; three-fourths of them were coyotes; 240 were mountain lions.

It is believed that if the campaign is continued properly for a few years longer the wolves, mountain lions, etc., will be so nearly exterminated that loss to sheep and cattle industries on their account will be reduced to a minimum.

In the meantime the insignificant prairie dog is to be the object of a systematic campaign of destruction. He exists in large numbers over an area of more than 100,000,000 acres of the best range land in the Rocky Mountain region, his range being overlapped in places by the ground squirrel, gopher and rabbit. The prairie dog destroys from 10 to 75 per cent of the grass in its territory.

## *"Do It and Do It Quickly."*

ROUTINE and Necessity—what a pair of helpers when bridled; what emasculating forces when riding one!

The circus is coming to town. Section No. 1 pulls in with specified cars containing the horses, paraphernalia and men—first to be needed. Next comes the cooks, the kitchen outfit, the dining hall and the stable tents. Long before the rest of the trains are due the early dinner is being prepared and the tents are going up. And so throughout the day, the parade, the afternoon and evening performances and the loading and departure for the next stop, all takes place in order and without friction. It's necessary that this be done. Routine makes it possible.

Such routine is not of the kind that kills. And in many an organization may be found as perfect a system. Never as perfect except when necessity has made it imperative.

A wealth of time is an arch enemy of progress. Give us a big job which must be done expeditiously if we are to lift our heads above the common level.

\* \* \*

## *"It Can't Be Done"*

NEARLY thirty years ago a boy stood beside a torn-up street watching gangs employed by his father mix by hand the concrete going into the foundation for the paving. So many "hands" to so many squares of "conglom," so many sacks, so many shovels, so many pails of water, so many shovelings to the center of the mixing board and so many shovelings out. No more and no less.

The boy, keenly interested in mechanics, thought out and drew up plans for a concrete mixer embracing the essentials of the best machines that came on the market ten to fifteen years later. But the father and his foreman said: "No! It's absurd! This is one job that machinery never can handle."

The boy today is a Rotarian with an average, small-town dental practice. He might have been a big-town contractor or manufacturer. "Too much reverence for years and mature judgment," he says, "altered and dwarfed my whole career."

Isn't there a lesson in this boy's experience for every Rotarian—whether on the Boys' Work Committee or not?

\* \* \*

## *Memorial Trees*

EVERY memorial tree planted in honor of soldiers and sailors of the U. S. A. should be reported to the American Forestry Association at Washington, D. C. This organization will register and make a permanent record of the tree and issue a certificate to the individual or club planting it.

# The Man in Salesmanship

By Norval A. Hawkins

THE second syllable in "salesmanship" too often is eclipsed by the first. So much attention and interest are concentrated on *sales* that *man* is almost forgotten. From my experience the correct focus shows *man* as the center, the hub around which salesmanship revolves.

Three things are of vital importance to the *man* in salesmanship—first, his selection; second, his development; and third, his direction.

The executive who is selecting a salesman from the applicants for a position should assure himself first that he is picking out the right kind of a *man*.

You need to be as particular as a life insurance company when it takes on a new policyholder. Every contract of life insurance must be preceded by two sales. First, the enthusiastic, persistent salesman sells his company and its policy to the prospect. Maybe the prospect writes his name on the dotted line just to get rid of the solicitor. At any rate, he thinks, "Well, thank goodness, I won't be bothered any more with that fellow about insurance." He feels that the deal is closed and experiences a glow of satisfaction because he has finally taken some insurance.

## Scene Is Shifted

But a day or two later he is rather shocked to find that he himself must turn salesman and sell himself as a good risk to be written. He supposed before that the company was eager to have him as a policyholder. But now the scenery has been shifted. The agent never suggested that he might not be welcome. The prospect was dragged by main strength, perhaps, to the office of the company. Then, just as he gave up the struggle, and resigned himself to becoming a policyholder, he found the entrance barred until he should pass a critical examination.

If the examination blank of a life insurance company served no other good purpose, it would be invaluable because it entirely changes the viewpoint of the prospective policyholder.

The prospect when he signs an application has the feeling that he is conferring a favor on the agent. He is often not at all sure he has done a wise thing in signing up. Very likely he feels he has been coaxed or scared into agreeing to pay out some good money that he might as well keep.

But he sings quite another tune at the examina-



Norval A. Hawkins  
Former Sales Manager,  
Ford Motor Co.

tion. He notices that the salesman is a bit anxious and apparently nervous when the doctor produces the big sheet covered with "fool questions." For the first time the agent stops talking. The doctor gets the prospect up close and looks him over *suspiciously*.

## Must Prove Himself

The fellow doesn't feel half so fine as he did when he was listening to the salesman's arguments. He doesn't have the independent feeling of a buyer. He feels more like a borrower. He realizes that it is up to him to do something, to prove himself a good risk.

A man is never so optimistic about his business as when he goes to the bank to borrow money. And he is never so emphatic about his good health and his ancestors, etc., as when the examining physician for a life insurance company is probing into his past and listening to the palpitations of his sacred heart.

Now that the company is acting as if he might not be accepted, he humps himself not to be rejected. He puts up a corking strong argument for himself. He enlarges on his good points and on his ancestors that lived to a ripe old age. He glosses over his defects and is not emphatic in his recollection of tuberculosis and cancer in the family. He looks worried when the doctor uses the stethoscope and the measuring tape. The different analyses keep him scared during the next two or three days of suspense.

## Both Are Satisfied

When he goes out, after answering all the questions on the big blank, he whispers to the salesman, "Do you think I'll pass?" And the salesman's confident assurance that he will relieves his anxiety only a little.

When the salesman finally brings around the policy and the prospect learns that the deal is actually closed, that he has sold himself to the company as a policyholder, he is tickled to death.

The important result in salesmanship has been accomplished when the policy is issued—the satisfaction of both parties. Both are satisfied because each has made a sale and feels the gratification of a successful salesman over closing a deal. If the new policyholder had not been required to sell himself to the company he would have an entirely different feeling about the policy when the salesman hands it to him. He feels now that it is a trophy of his own prowess, not an evidence that the agent sold him.

## Selecting Salesmen

This illustration from life insurance is an example of the right method to use in selecting a salesman. The executive should take precautions to sell himself to the salesman and to have the salesman sell himself to the executive. There must be two sales before the deal is closed, if both parties are to start their new relations in the right way.

Suppose an applicant for a job as a salesman comes into the office of an ordinary executive, what is the usual procedure? Ninety-nine out of a hundred times the executive does the cross-exam-

ining. And most of his questions are on the sales ability of the candidate. Of course, he investigates to assure himself the fellow is honest, sober and willing to work, and if given the place he can sell the line.

That's all right, as far as it goes. But it is only half of the investigation that should be made. After the executive gets thru asking the usual questions, and if he is satisfied to give the candidate a chance, still only 50 per cent. of the deal has been closed.

## Let Applicant Study You

When you make up your mind that you like the applicant and you'll give him a chance, turn squarely around and find out whether or not he likes you, or whether he is just going it blind.

As *man* to *man*, will the two of you hitch?

You know, or you ought to know, what sort of a man you really are. Inquire and make sure, as far as you can, what sort of a man the applicant is. Not, mind you, what sort of ideas he has about selling, but what sort of *man* he is. Take the emphasis off *sales* and put it on *man* for a thoro examination.

Find out first of all why he came to *you* for a job. Learn his reasons. He must have come to you, and not to the factory down the street, because he had some idea back in his head about you. Find out *why* he picked you out as an employer, and be just as painstaking about that as you were about selecting him as a prospective employee.

The right man can give you the right reason for coming to you for a job. If he had no purpose at all, he can't fake one. Unless he knows why he wants you as an employer, the start is wrong. I don't mean by that that he should have schemed out his whole future with you. Maybe he came to you on short notice, and does not know much about you. Maybe he is just experimenting. Perhaps he is out of a job, or only starting to work, and he feels the need of sales experience. However all that may be, get to the *man* and learn *him*.

## Find the Man in Applicant

You will do another thing, too, when you get down to the man in the applicant. You will prove whether or not you are the right sort of executive. If you cannot reach the man in an applicant, you don't measure up to what the right man expects of you. You have to understand *each other*, and to prove to each other that you do, if you are to work together successfully. He'll learn from your talk to him as a *man* whether you are the sort of *man* he wants to stick by as his boss.

Now start asking him those questions whose answers will be his self-analysis. Don't accept any general responses. Probe for the truth. You are now doing the most important part of selecting your salesman. You are getting his motives. Determine whether or not they are sound. Discover his ambitions. Watch the zeal in his eyes as he looks ahead. And above everything else make sure that he knows what he wants.

Perhaps he will be awkward with his words. He may be young and inexperienced, but if he is full of big desire, it will show. And there will be no



possibility of his working off a counterfeit man on you.

### Avoiding Disappointments

I've heard many executives say that they have been disappointed in salesmen who as applicants seemed very promising.

An executive can guard against that disappointment if he takes the right precautions to know his *man* at the beginning. It isn't the wolf in sheep's clothing that you need fear half so much as the ass in the lion's skin. You can't be a good judge unless you take the evidence and all the evidence. He can't frame up anything because he won't know what you are after.

The next time you select a salesman, make your regular investigation regarding his ability to sell. Judge him by all the old rules. Then when he feels he has past a fine examination, start all over on him as a man.

He may pan out, not so well, or better. Back of his smooth talk may be a tramp make-up. Inside his "floaters" clothes may be a selling soul. If he has the right sort of man in him, it will show somewhere in his past as you review it. We cannot judge by the body of the man. It is what his eyes have seen, not their color, and it is where he has worn his clothes, not their plaid, and it is at what his lips smile, not their firmness, that counts.

Did he have an education handed to him, or did he plug for it?

### Man Is of First Importance

What has life cost him so far?

Has the cost been due principally to his own blunders?

Did he get experience that paid the cost? Every year of life invested should have returned him something. What did he get?

If you are the right sort of an executive, you can turn the *man* inside out and see all the works. If he is a liar, he'll show the yellow streak. If he is a fighter, he'll show steel. If he's dependable, he'll show true blue. All his real qualities are discoverable—but you've got to dig to get them.

I have referred to this investigation of the *man* as being made *after* his sales ability was established. But which comes first is immaterial. The important thing is to make certain of both before you tie up to the two and employ him as a salesman.

In the selection of salesmen, I attach the greater importance to the *man* behind the sales. If the *man* is of the right stuff, selling ability can be developed.

### Salesmen Can Be Developed

The next step after selecting the *man* is his development to efficiency.

Development means growth.

The applicant has been chosen for his promise of growth.

A lot of the growing he must do himself. All the fertilizer and cultivation in the world couldn't make a pussy-willow grow into an oak. And you can't grow a big man unless you have a man to start with. If you have just sales smartness, you may raise a Smart Alek. But if you begin with a *man*, and develop him both in sales ability and in manhood, you'll grow a *salesman*.

Brain growth alone is not enough. Somehow the brain by itself has always seemed to me a cold-blooded piece of human mechanism.

I like to think of the brain as connected with the heart by arteries full of warm red blood. I want a salesman to put both brains and heart into his work. Both are capable of development—and both will be developed best if the salesman does most of the growing on his own hook.

The first thing is to help him learn how to harness his brain and his heart to a purpose. And that is partly what sales executives are for. But it takes more than magnetism.

We hear a great deal about magnetic personalities. One man inspires other men to do miracles. Fine! But when that magnetic man goes away, when he leaves his territory and starts magnetizing somewhere else, how long does the effect last on the first fellows?

Genius is really a simple thing.

Greatness is never complexity.

Anything to be great must be easily understood.

Especially is sales genius simple. It consists really in thinking something that anybody should have been able to think himself.

Any sales plan originated by an executive wouldn't be worth two whoops in Mexico if the salesmen couldn't understand it.

It is astonishing how we let our brains lie fallow. The ordinary man will gape wide-eyed while the extraordinary man tells him something he knew all the time, but never took the trouble to think before.

### Billy Sunday—Salesman

Take Billy Sunday as a salesman-preacher illustration. He has a sermon on "Booze." I read a description of how he sells that sermon to his audience. One of his best methods was this:

"Booze," he says, "requires a million boys a year, new drinkers, to keep the saloons open." A strong statement, in itself. But Billy Sunday gets about a dozen clean, fine boys up on the platform where his audience can see them. He points to the *goods*. He says, "*A million boys like these!*"

Now that's genius! And it's perfectly simple.

Just as simply and forcefully will a sales genius implant his sales knowledge and ideas in his salesmen.

The big thing in developing the man in salesmanship is to make him feel and think for himself. There is nothing simpler than to say to a salesman, "Know your territory," but it takes the genius to show the average fellow what facts are and how to get them.

The kind of salesman I'm always looking for is the fellow who has a lot of man in him to develop. I don't mean brass. I have no patience with brass. Brass looks like gold only when it's polished. All the work in the world, all the polishing and plating won't change the base metal. I want real stuff to work on.

There is something inspiring in tackling the development of the man in a fellow. It is even more inspiring to watch a man develop himself.

It is the business of an executive, therefore, to do all he can to develop his salesmen. But a busy executive needs to have men who can grow after he starts them.

The right kind of material will grab an idea and make it bigger.

The wrong kind will use that one idea and then sit down and wait for you to hand them another.

The right kind of a *man* will learn something

new from every experience, and he will develop incidents into laws of action.

If he is selling automobiles, for instance, he loses out with a prospect because the man's wife made him change his mind, that salesman will never fail in future to sell the wife also. What's more, to show he is a first-class salesman, he'll look around and see whether the son or the mother-in-law has any influence on his prospect. He'll take no chances of overlooking a knocker.

### Development of Saul

I'd rather have a salesman come to me and tell me that he'd been turned down for a *new* reason and that he'd figured out a come-back, than to have him tell me that he had just closed a cinch.

I should never expect to develop a real oak from a dwarf specimen. So for *man-making* I want some virility to start with.

Give me rather a fellow with masculine vices than a mental sissy.

Saul of Tarsus was naturally an active persecutor, a red-blooded hustler. He was doing real damage to the new doctrines of Christianity. He had energy and virility, but was putting them to bad use. The important thing, however, was that he got noticed. Something had to be done about Saul before the great Sales Campaign of the New Gospel could be developed. And those of you who have read your Bible know what that was.

### Big Preacher Because Big Man

I've always believed that Saul was the *Big Man* of the first Proselytes. And I believe he was big as a preacher and big as a missionary because he was big as a man.

The Great Executive wanted a man's work done, and he picked out a big man. Saul had attracted attention by his virility.

He was making it hard sledding for the salesmen of the Christian Gospel. He was a mighty good salesman—but working for the Devil.

The Great Executive needed just that kind of a man, and being *The Great Executive*, he got him. He went after him when Saul was out on the road, making a little trip to Damascus, I think it was, to stir up the trade down there.

I have used this illustration because I meant just what I said when I declared I'd rather have a devil of a man to work on than to try to develop a salesman from a chappie.

### Why Saul Was Chosen

I meant it, and I wanted to back it up by the best kind of proof in case anybody should say I was preaching an immoral doctrine.

The *man* whom the Great Executive picked out to be his star representative in selling Christianity was a bad man, but—he was all man.

The All Seeing Eye selected this *man* who was "breathing out threatenings and slaughter against the disciples of the Lord," a bad actor all around, and made him the star salesman of the New Gospel.

Why was Saul chosen? Why wasn't a Saint picked and put on the road to try him out as a representative?

Because there was no Saint living at that time who had the stuff in him, the *human* stuff in him, that this sinner Saul had.

The Great Executive could see beneath the surface. He saw Paul under Saul's cussedness.

And He selected the one man for the job who had the qualities to develop into the greatest salesman that ever lived.

### Manhood Based Saul's Success

Read the life of Saul who was developed into Paul, you salesmen of today. Read it, you executives of today. You'll learn a lot about salesmanship from that biography.

And when you get thru reading about that Master Salesman, you'll agree with me that the fundamental element in the success of Paul was his *manhood*. He will stand for all times as proof that the right *man* material for a salesman should be the first consideration in selecting the fellow to develop.

When you choose the right man, you can get maximum results from his development. You can't hope to have a man grow to full stature in salesmanship unless at the very start he has it in him to be big. Previous cussedness may be only energy misapplied, as it was with Saul.

Don't look at the surface indications of a man. Get inside him and see his mainspring.

The age of miracles is not past. Sauls can be made into Pauls today as surely as one could be made nineteen centuries ago on the road to Damascus. The essential thing is to have the right stuff to work on.

### Directing the Salesman

Now let us assume we have chosen our *man* for his *manliness* and virility and because he has the qualities we want to develop and to have him develop in himself. The next step is his *direction* in the way he should go.

All sales campaigns or sales takepains must be based on knowledge of *human nature*.

There is only one creature that can understand human nature, and that is a human being.

A man must be a *man* before he can comprehend other *men*.

You may be the greatest sales executive that ever held down a job in merchandising; you may work out the finest, most complete plans, all based on your knowledge of human nature; but your campaign will be a frost unless you have *men* like yourself, or better, to carry out your plans.

One of the most important elements in successful direction of salesman is to make them understand they are being regarded as men, not dummies.

### Reasons for Rules

There is a marked difference between responding to directions and obeying orders. Therefore the executive should be careful to "lay down the law" only when a law is requisite, and then the *reason* for the law should be explained.

Arbitrary acts by an executive erect a barrier between him and his salesmen. Over such a barrier intelligent cooperation in the execution of laws cannot be obtained.

The price policy of the house is an instance. A *fix* price is a rock of stability which a salesman needs. But there is little use in saying to a salesman that the price must be maintained, unless at the same time the principles of price maintenance are clearly explained to him.

There should be a reason back of every business rule. And both executive and salesman should know that reason and understand it.

The executive, when he sets a task for his sales-

men, should analyze that task so thoroughly himself that he will be ready to prove the soundness of it. He must anticipate the objections. He should answer the arguments against it before the salesman has time to formulate those arguments and to adopt them as convictions. The sales executive must sell himself and his policy to his salesmen.

It is important, too, that directions should not be spasmodic. Too many executives are of the grasshopper variety. The salesman gets a letter and he wonders where the boss has jumped over night. The fault goes back to the fundamental trouble of not having a reason for everything that is done.

Nothing makes the salesman sorer than to get an order that he feels is just a notion. Half the time he thinks he would be a fool to obey it, for it is likely to be changed the next day.

I believe emphatically in direction by the executive. But it is like driving a spirited horse. A fool at the reins will spoil the chances of a thoroughbred to win a race.

### Direction and Independence

The principal function of direction should be, after all, not the teaching of obedience, but the inculcation of independence in salesmen.

A Sales Manager will direct *men* as *men*. And they'll do their best to carry out his wishes; because he first will make them understand what he wants and why. And as much as possible he will leave to them independence of action. He will ask for *results* only.

Loyalty, faithfulness, dependability—all the things an executive wants in salesmen—must be based first on real respect for the executive. That can be assured only if the manager has first respect for himself and then for the *man* in his *men*.

He must have brains—and use them. The salesmen must be convinced he has brains. And he must have a heart, and use that, too.

Sometimes the executive will need to speak sternly. But he must be just. It may arouse resentment at the time, but it will not rankle if the reproof is spoken to a *man*.

### Right Man to Direct

A *man* will take his medicine from a *man*.

The big executive will take into consideration the natural independence of salesmen. It is a basic quality of their *manhood*.

He will not only require tact from the salesmen in their dealings with customers, but he will use it, in his dealing with the *men* he directs.

And the most important principle of direction is that the executive should first develop himself before he attempts to direct anybody else.

Direction of salesmen is something that nobody but the right kind of a Sales Manager can do effectively.

I like to think that every salesman working under my direction has his eyes on my job.

I like to think that every man who wins thinks he is fitting himself for a bigger place.

I want him, if he is working in a little territory where prospects are few, to use his victory in competition with other salesmen in similar territories as proof that he deserves a bigger chance. That constant incentive to keep doing better will remove the dangers of a slump from the best salesmen.

It is always important to show the *man* in salesmanship the new goal just ahead; lest he become shortsighted in straining toward the immediate victory.

### More Man, Not More Men

I believe, too, that no real man will fail to appreciate the interest of an executive who takes a friendly interest in showing him how to get the most out of his job, by laying before him new opportunities.

Today all up-to-date executives are pleading not for more MEN—but for more MAN, more MANliness, more MANhood! More of that indefinable force which acts directly by its very presence, which commands attention, inspires confidence, and creates the desire to be dealt with. More of that subtle influence at whose approach trade is stimulated and sanctioned, as it were, by nature itself; because manhood is nature in the highest form.

The manhood of Christ, and not his divinity, subdued Pilate.

A dash of the pirate, even in a prelate, does not disqualify.

Bad boys often made good men.

The best of us are loved less for our virtues than for our limitations and weaknesses. A fault can bring a man very close to us. For, even though he may err deeply, the manly MAN is yet so great that he will not hesitate to stand uncovered on the street corner and ask forgiveness of mankind.

### Geniuses of Trade

Such men are the geniuses of trade, trained by experience to be patient and endure—destined to win anyhow and always. Look upon them and you will know as readily why they succeed as if, looking at Napoleon, you should comprehend his pre-ordination to power.

We are born believers in this type of man. He begets an acceptance of his ability in advance of its demonstration. We instinctively sense his power to make his capacity trusted. To see him is to believe in him. We promptly convict him of MANhood by the overwhelming evidence of his credibility.

And the secret of our belief in him is his own belief in himself.

He believes in himself and in the goods that he sells.

He believes in the firm for which he works.

He believes in everyone of his business associates.

He believes in truthfulness, and in loyalty, and in perseverance.

He believes in work and he believes in play.

He believes in good cheer and in good health.

He believes in sunshine, fresh air, sobriety, and sufficiency.

He believes in the satisfaction of service.

He gives as he goes and grows as he gives.

He believes that the square deal is the only deal.

We are drawn to him, and cry aloud in salutation, Behold, the MAN!!

### Evened Up

Polly—Mrs. Talkalot says she believes only half she hears.

Dolly—But she hears twice as much as anybody else.—Judge.



# EVEN IN THE MOVIES

by HELEN CRAGS JOHNSTON



Moving Picture Plant of the Goldwyn Studios at Culver City, Cal.

WE were twenty—including me—wives and sweethearts—the better-halves and future-better-halves of certain Rotarians whom I shall not name, who, in company with that most admirable Bill Stephens of Los Angeles Rotary set out to inspect some high-grade stock (and we, learning that it was July the thirsty-first—and California is a dry spot just now—discovered that the high-grade stock was not of the four-footed variety) went out to a certain ranch owned by a man named Vernon.

Be that as it certainly was, we deserted females set out to see what California had to offer that Salt Lake City failed to provide, and we discovered—a billion dollar movie plant—blooming gloriously at Culver City.

I say billion dollar plant with ease. After spending that forenoon in the Goldwyn studios plant, the mere mention of anything less than a billion seems like a trifling bit of speech.

We, twenty all, including smiling Doc Magee of Washington, Rotarian Stock and his charming wife, and Fred MacKenzie, likewise of Washington and "On-The-Job Talbot," Los Angeles' sure hit, and sixteen others, mostly sweethearts of the thirty-firsters, arrived outside the hundred thousand dollar entrance to the great Land of Mystery and Motion.

Now being, and being among Rotarians, one is disappointed when a nice white haired old gentleman says:

"Sorry, girls, but no one is ever admitted during working days."

Up speaks Talbot: "Well, can we get in on a Holiday?"

The old gent smiles: "Well, you see we never have any Holidays."

## Roar of the Lions is Answered

So there we were, outside looking in and longing to see how they do it, etc., etc., and Doc Magee trying to bribe the man by passing him a quarter with a hole in it, and making matters worse than ever. But we were doomed, when suddenly Talbot is attracted by a shout from Fred MacKenzie:

"Wow!—Look!—look!—look!"

We lookt, and there, seated on a Cooper-Hewitt stand was the beautiful, glorious, radiant Pauline Fredericks talking to a mere

man. Well, we didn't quite get on to what Fred was driving at until suddenly he shouted:

"Is everybody happy?"

The mere man alongside the beautiful Pauline lookt up. He couldn't see us but he replied, sort o' dazed like:

"Sure!"

Then Fred yelled back:

"Then let the lions roar!"

That was all. Whatever the secret was, Fred says, New Yorkers know, and 'snuff! So it was. Like jiffy, said mere man responded to the call of the roaring lions, and presto! we were shot thru the quarter-million dollar entrance like greast lightning.

Who was the mere man?

Tom—you all know of him—Tom Miranda.

Tom was formerly (until June 30th, 1919) a member of the New York Rotary Club, but they needed him out in California and here he is, so busy making pictures that he hasn't had time to go into Los Angeles for a Rotary meeting, but they'll get him some day.



Pauline Fredericks and Tom Miranda discussing a scene

## Tom Always a Rotarian

However, don't let it worry you. Tom Miranda is always a Rotarian. He proved it that thirsty-first after we had been two minutes waiting for a response to the "lion's call." Why, that fellow knows more about Rotary service than any other man in the movie game. He fairly floats in Rotary spirit. Says he:

"It gets into your blood, just like luxury, and you can no more get rid of it than you can a sore on the upper lip when you're courting a girl who likes to be kist."

But what of the movies?

To tell all about the movies would require more than a complete issue of THE ROTARIAN, and I am no professional movie writer. What I started out to write was about Tom, the man with the blue pencil, who assembles, cuts, edits, and prepares for release the big super-features of the Goldwyn Film Corp. Out there they call him various names:

"High-executioner"

"Mr. Cut-out"

"The man of destiny" because your destiny is in his hands once the picture reaches his room.

"Smiles" (for he is always smiling).

And mostly "Tom."

Perhaps you who sit under the amber glow of the loge lights expect much for your two-bits, and you have a right to, but once you visit the Goldwyn lot and see the route over which the story travels to perfection, that two-bit piece begins to look like a pretty cheap price for admission.

## Trip Through Wonderland

First we were escorted thru long buildings where hang several million dollars' worth of clothes; thence thru a fully equipt hospital in charge of a smiling white-robed trained nurse; a long building like a general store where workers are furnisht anything necessary for the picture from cement to ice cream; thence down a narrow beautifully lighted plastic shop where great statues were being molded to stand in front of the king's garden or the countess' chateau; carpenter shops where busy carpenters by the dozens sawed, hammered, planed, drilled and what not.

Several blocks further were miles and miles

of scenic warehouses and scenic artists swung from high perches painting the Times Building or the Congress Hotel Square; further on the laboratory where the mysteries of the photographer's art is handled under a million red lights and everything is surrounded with screens to keep out dust, to keep out light, to keep out the inquisitive Rotarians—but we saw all.

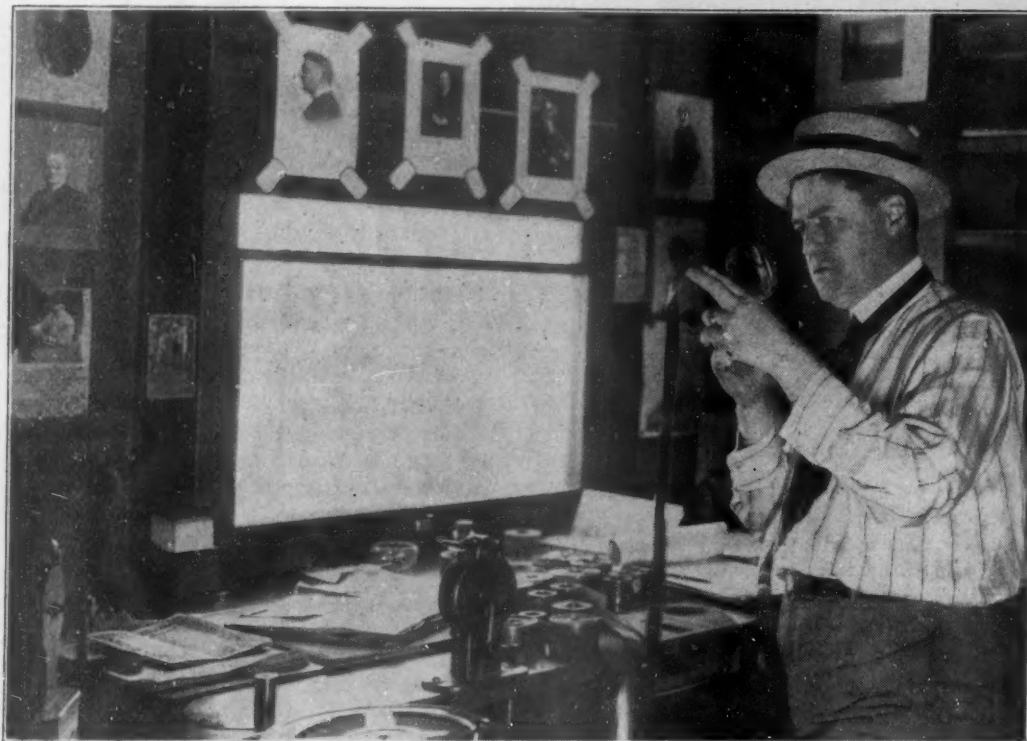
Further down the lot a mile or two we came to



*Actual Size of Film  
Featuring  
Pauline Fredericks*



*Tom Miranda and Pauline Fredericks Watching a  
New Film Thrown on Test Screen to See if It  
Needs Further Editing*



*Tom Miranda, Former Member of the Rotary Club of New York City, in His Workshop Editorial  
Office at the Goldwyn Studios at Culver City*

outside props and streets, etc. etc. etc., ships building in the middle of a sandy desert, the side of a street which lookt like the Bowery in N. Y., a sailing vessel mounted on stilts, behind which stood great high imitation glaciers.

Further on we came to the million dollar street scene for the Geraldine Farrar's Russian picture just being done, showing the famous square in Petrograd, the high archways, the huge pillars of the great church which were at that moment being used by Mabel Normand in a scene supposed to be in front of the Pennsylvania station New York City, showing how easily it is to be in Russia for a moment and suddenly discover yourself at the corner of 34th Street and 7th Avenue. Such are the changes in movies.

Back we strolled thru long gardens of a million blooms, under banana trees rich with fruit, date palms and honeysuckle vines clambering over them, thru grassy plots, under huge glass covered stages, seven in all, each large enough to house a Gimbel or a Wanamaker shop, arriving at last at a long white building known as the "Palace of Editors," the headquarters of our amiable host.

Here we were destined to learn something.

#### **The Temperamental Movie Editor**

Here we found out that Tom has temperament.

Conducting us to his private work shop, for that it is, we found out that here the shears are a part of an editor's tools, just as much as in the tailor shop.

Here we discovered, or rather we learned, that the picture in the making passes over the same route we had taken, thru all the hands we had seen at work, arriving at last back to the little work-shop known as "The Editor's Cave."

Seated on a high cushioned seat, a mass of American beauties from the studio garden hanging down from a little shelf, great masses of honeysuckle, vased, perfuming the place with its delicate odor, palms, ferns and pansies blooming all around the room, Tom tried to explain the duties of an editor.

"The star may do her best work; the director may have made a master-piece; and everything may have been as it should have been in the process of production, but the picture arrives here to be finisht, and it is here it is either made or broken," he explained.

Taking up a strip of film, he held his three inch magnifying lens for us to see the miniature picture which becomes life-like on the screen, but we could not see. We learned that it required trained eyes—and brains—and realized that our

little two-bit admission fee to our favorite theatre was a small price to pay for the privilege of seeing the finisht product from the super-factory of brains.

#### **A Complicated Process**

"How long is the film when it comes to you to be cut?" was askt.

"From 10,000 to 56,000 feet of film are taken with every picture," he answered and went on to explain: "It reaches me in rolls of from 10 to 225 feet in length. These have to be spliced together by assistants. We then look at it on the screen, pick the best action, cut it out, splice it together and look at it again. It is then put into rough continuity. This is a sort of process similar to that which takes place in a newspaper office when the editor picks the news for each issue.

"With the story fully in mind, I then begin to assemble the drama for the first inspection. When I have it finisht, the 10,000 or the 56,000 feet of film has dwindled down to 6,000 or 9,000 feet in length. With a stenographer close at hand, I sit down to review the story on the screen, dictating such cutting notes and changes as I wish to make. Later I take my shears and personally make all the changes, and eliminations, etc., after which the picture is spliced together and turned over to the titling artists who make the drawings for the illustrated titles.

"At this time the picture is generally finisht so far as cutting is concerned, and should be not less than 4,000 feet in length and not over 5,000 or 6,000 feet, depending upon how many reels are necessary to portray the story. Pictures are never permitted to go out with padded footage. They must be 99 per cent perfect before they are



past from the editor to the laboratory for printing and distribution to agents."

Easy?

Some years ago I read an article which stated that Tom had taken \$165,000 worth of absolutely useless film productions (pictures made by directors or stars who did not understand their business, or which may have been ruined by bad editing) and with an expense of less than \$5,000, reissued them in such shape as to make them profitable productions.

Thus we see the power of the editor. A man who can save \$165,000 for any concern, is entitled to ride about in his Chummy Roadster, and is privileged to have temperament, even to gathering the American Beauty blossoms from the sacred gardens of the Billion Dollar Lot.

### Meeting the Stars

And, too, we met the wonderful Pauline Fredericks and saw her act, and thank her for the autograph photographs which she so graciously gave, and her reply was:

"Thank that man (pointing to Miranda)!—He makes us do anything he says. You see, he is our High Executioner!"

Then there was the chat with Mabel Normand; the pleasure of seeing the smiling Tom Moore in "Heartsease" (and isn't he just wonderful?); and shaking hands with the gracious and lovely Geraldine Farrar, who came off of a set to greet us.

Temperament? Well, maybe. And then, perhaps it's just the movies. Anyhow, we found everyone perfectly adorable, gracious and devoted. We asked Tom if they were always so, and he replied:



Tom Miranda at His Chummy Car Watching His Rotarian Visitors Leaving Him to His Work

"Well, you see, out here we all try to be just—Rotarians."

And I think it is true, for everywhere, (tho no one talkt of anything costing less than a million, except once, we did get a view of a chair for the king's room, which cost only \$999,999.99—still you can't help but wonder how anyone could work where everything is so mysterious, so fairy-land like, so restful and yet so full of action) as I said before, everywhere there seems to be the spirit of service. And painted in gold over the entrance to the editor's rooms, we saw this:

*"He profits most who serves best."*

Outside, Tom stepped up to his Chummy Car and bade us farewell. As MacKenzie shook his hand and said: "Here's hoping we see you the big chief one of these days."

Tom smiled a reply and answered: "Well, Fred, being a Rotarian, I've got to be the master artist of my profession."

And he is. One only has to visit the Billion Dollar plant to discover that everyone looks upon him as the peer in his line; and being a Rotarian helps, I'll tell the world!

## Some More Convention Echoes

WHEN the New England delegation to the Rotary Convention at Salt Lake City, on its special train, discovered one day to be Sunday (the other days being far from puritanical in the deportment of the gang that was fast developing into wild and woolly westerners), the suggestion was made by "Mother" Bill that some sort of services should be held in honor of the day. The "most foremost" minister in the party was Jack Phillips, secretary of the Boston club, whose spirit as a Rotarian augments and inspires his works as a pastor and preacher. He had promised himself that he would take a vacation during June, in honor of his affiliation with Rotary; but "Mother" Bill succeeded in inducing him to officiate at an improvised pulpit set up in one of the sleeping cars.

The big Paterson banner was draped against the upper berth in the middle of the car; opposite was the Worcester banner, and flanking those on each side were Canadian, British and American flags. The pulpit was the upper-berth-stepladder draped with an American flag. A milk bottle with a white napkin wrapt about it, containing a collection of little prairie flowers plucked during an early stop at a mountain station, was set upon the top of the box, and the stage was ready for the performance.

At ten-thirty every seat was occupied and there were chairs in the aisles ready for more Rotarians. There were men there who had not been in church in years. There were men and women of all faiths except Hottentots and bolsheviks. The choir, Harry Dodge of Kingston, N. Y., Betty Blanchard of Worcester, and Prexy Donald Adams of New Haven, were in their places, when Jack—(beg pardon, Reverend John M. Phillips, of Arlington, Mass.)—arrived to take his seat with the choir.

The service began with "America" and included "Keep the Home Fires Burning," a duet by Harry Dodge and Betty Blanchard, during the offering (\$29.81 for some deserving charity), and ended with "The End of a Perfect Day," with tears in the eyes and chokes in the throats of nearly every one, but they got away with the song in low tones, in spite of the feelings.

Oh, yes; the service included one of the most perfect addresses Jack ever gave. It was human and full of fellowship and friendship, and made all in that congregation from 23 cities in New England and Canada feel that the world is very full of human love and spiritual aspiration and real work to do, and that Rotary spells a world with that kind of life in it.

It so happened that when the announcement of that meeting was made at breakfast in the dining car, there were a few of the Rotarians of District Thirteen also breakfasting. So they went back to their cars and planned another meeting on the same train and at the same time. (Our reporter was not able to attend both services.)

WHEN the special train bearing the New England delegation left Mammoth Hot Springs, bound homeward, the new governor of the first district did not suspect that the day of his birth was known to any of the party. It was, however, and elaborate plans for its celebration were being devised by some of the fellow Rotarians in the Boston bunch. When the train stopped at Livingston, Montana, "Mother" Bill hied to a cafe-bakery and bought a big-wide-deep-luscious layer-cake, and it was smuggled by Arthur Barnstead into the sleeper to be kept for the celebration.

The train was delayed until midnight, when

George Inman, of Charlottetown, P. E. I., he of the forthcoming birthday, was haled from his bed in his pajamas, permitted to add shoes and trousers, and led to the station platform at one minute past twelve. In the midst of those who had grown to love him dearly he heard the ever new and wonderful strains of "He's a jolly good fellow," "Hope he lives to be a hundred," "He's a Little Prairie Flower," etc., etc., and around him danced and pranced his well-wishers.

Then the train started, the bunch retired for the night, and George thought the celebration was done. But the next evening, after dinner, when he was returning from the diner, he was surprised to find in his section that huge birthday cake with the figures of his age outlined in burning candles. And the crowd sang more glory to his years and friendships and his success, and there were toasts given by Señor Manuel Garcia Vidal, of Santiago, Cuba; and also by "Nuts" Lippitt, of Porto Rico, and by Harry Dodge, of Kingston, N. Y.; and the cake was cut so carefully by the latter that every one in the party, including the conductor and the porter, ate to George's health and prosperity, and George sent his piece of cake home to his family.

That party helped to tie Prince Edward Island to the United States, and if George ever makes as good a speech in his district as he did with a heart full of affection and feeling to his birthday celebrators, the district will know how full Rotary is of the heart in man.

George Inman knows where his friends are, now, but better than that, his friends know that Rotary is full of such men as George Inman, ready to have their birthdays kept green and the youth of their hearts kept from aging.

# Crisis for Street Railways

By Delos F. Wilcox, Ph. D.

**W**E have reached a crisis in the street railway business. The crisis has been hastened by the extraordinary prices of labor and materials and by the scarcity of capital incident to the carrying on of an unprecedented war in an unprecedented way, but its origin lies much farther back.

It is doubtful whether the close of the war will restore normal conditions in local transportation, and even if approximately the old conditions should be brought back it will not be easy for the street railways to recover from the severe financial distress of the present time. It is like a long spell of sickness with a man who is past his prime. The street railways may "get around again," but they will "never be quite the same" as they were before.

Only the other day at the conference of the American Electric Railway Association in New York City a resolution was introduced by the president of the Milwaukee Electric Railway & Light Company and referred to the executive committee of the association for consideration and report, setting forth the present status of the street railway industry from the companies' point of view and declaring in favor of the public acquisition and the future public operation and development of the street railways of the country.

It cannot be doubted that the street railway companies are suffering from some desperate malady when the cause of municipal ownership begins to get recruits in these high quarters.

## Five-Cent Fare and Speculation

The traditional fixt five-cent fare with general free transfer privileges has heretofore been the chief bastion of the speculative line of defense in the street railway business. The municipality, without transit initiative, generally without transit powers, has said to the street railway promoter: "Here is a franchise to use our streets. You may charge five cents a ride. Go to it and make what you can."

That looked good to the promoter, and so he established a stock and bond factory for the purpose of carrying out his speculation. It must be admitted, I think, that in the development of street railway systems and the corporations which control them in the United States, the idea of public service has generally been incidental. The driving force, the motive that has negotiated franchises, engineered leases, consolidations and mergers, and piled Ossa on Pelion in the organization of holding companies, has in the main been the desire for certain and large profits.

I do not refer in this connection to the superintendents of transportation and other members of the operating forces, but rather to the financial magnates who deal in traction securities and exercise ultimate control over street railway policies from the private point of view. These gentlemen reside in the financial centers of the country and in their manipulation of street railway properties represent all the evils of indirect, unregulated, absentee ownership.

The application of the gambler's motives to the control and manipulation of street railways has resulted in almost universal overcapitalization, inflated claims of value, and reckless financing. The street railway business is now on the rocks. The speculative regime has proved to be a dismal and deadly failure.

## The War Program

In the present era of financial distress, when it is evident that there is no future for speculation in street railway enterprises, the public

service corporations are seeking to save themselves by accomplishing three things:

First, the definite abrogation of their contracts with respect to rates and fare limits.

Second, the definite public recognition of their capitalization and earnings prior to the war as not excessive.

Third, the definite shifting of responsibility for wage increases to public agencies, with the corollary that the bill is to be past on to the rate payers.

Everybody is sick and tired of the speculative game as applied to urban transit, but there is trouble about the conditions upon which the transition to a new order should be made.

The gamblers who have lost are unwilling to give up.

The public is being asked to make good past losses as well as to assume future risks.

The losers want to usher in a non-speculative regime which shall be dated back for a generation or two, but with respect to losses only.

The winners also want a non-speculative regime, but they do not want it dated back far enough to make them disgorge past profits to make up for impending deficits.

The present status of the street railways is unsatisfactory to all parties. The sky is full of portents for the future. Disaster to the present investors is imminent and perhaps can be averted only in case the public either unwittingly or from a mistaken sense of duty condemns itself to financial servitude time without end.

## Evils of Overcapitalization

The general outlines of the situation are fairly distinct. They may be summarized as follows:

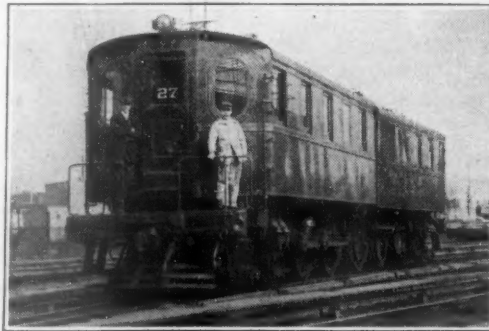
(1). Unsound and reckless financing has been characteristic of the street railway business. Overcapitalization is general and the all but universal tendency of the companies is to swell the capital account at every opportunity. Appropriations for the amortization of obsolete and superseded property have been either scant or entirely lacking. For some years past the companies have sought by every possible device to read values into the properties in an effort to justify and support existing overcapitalization instead of reducing the capitalization to fit the values that really exist.

Even the control over capitalization exercised by public service commissions has been quite ineffective as a remedy for past evils and only partially effective as a preventive of future ones. The commissions as a rule have no power to compel a reduction of existing capitalization and the new securities issued under public control are



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The practical use of electric motive power for long distance traffic, as well as for shorter urban and interurban service, has been demonstrated by the mountain division of the Chicago, Milwaukee & St. Paul Railroad system



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Type of electric locomotive used by the Pennsylvania System



thus put upon a par with old securities which represent uncertain values.

Even in the issuance of new securities inflation continues to take place thru the practice of the commissions in permitting stocks and bonds to be sold at a discount. The financial conditions which often seem to make this practice a necessary one have been brought about in large part by the uncorrected overcapitalization which took place prior to the period of public regulation.

It is a universal characteristic of overcapitalization that it tends to destroy or impair the credit of the corporation and thus tends to make the financing of capital additions costly, if not impossible.

From every point of view overcapitalization is fundamentally unsound. The only way to cure it is to get rid of it. It is hopeless for a company to try to live it down without correcting it. A remedy that merely applies to future capital additions is no remedy at all.

So long as overcapitalization lasts it impairs credit, overloads fixt charges and stimulates controversy between the company and the public.

So long as overcapitalization exists every street railway manager has to be double-faced. To the public he must make professions of interest in service. To his financial masters he must prove that his one aim in life is to make the common stock pay dividends.

#### Increased Costs of Service

(2) The street railway business underwent an enormous expansion following the introduction of electricity as a motive power. It was thought that electrical operation would result in such a lowering of the cost of transportation service as to make almost any kind of a street railway profitable. Lines were consolidated, systems extended and service improved.

The effects of this expansion were already being felt when the enormous increase in the cost of labor and materials during the war period struck the industry a paralyzing blow. It may be said that the last sawlog that broke the camel's back was the action taken by the War Labor Board in awarding to street railway employees wages that seemed fabulous in this industry and that were in many cases more than the men had asked for.

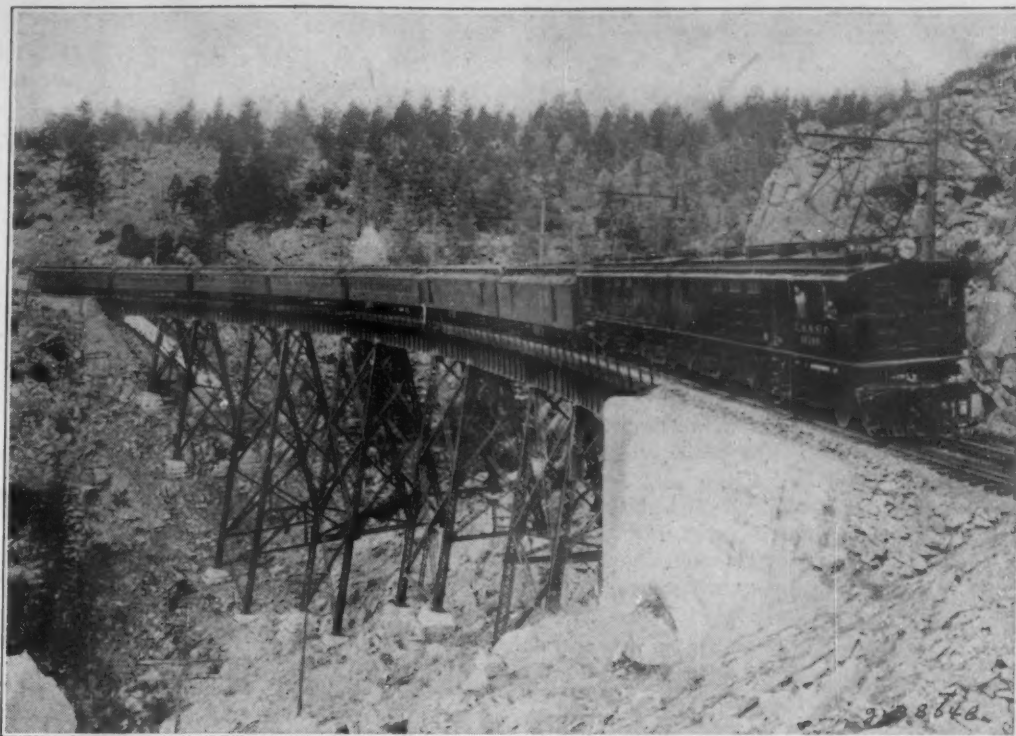
To "the man in the street" the cost of operating street cars has seemed nominal, but even he is beginning to realize that the companies are being hard hit by war conditions.

It is, of course, uncertain as to how long existing prices will prevail, but any substantial decrease in wages in the future to correspond with a general lowering of the price level is likely to be a slow and painful operation. The unionization of street railway employees has been going forward rapidly and it is not likely that they will accept radical reductions in pay without a fight. Every strike means at least a temporary disaster to the company and for that reason every company will be slow to force the issue of lower wages even if general labor conditions seem to warrant a reduction.

#### More Revenues the Insistent Demand

(3) Excessive fixt charges due to overcapitalization and increased operating costs in the present emergency together have eaten up the companies' revenues and left the stockholders exceedingly hungry.

Certain economies have been attempted but in most cases their effect is quite insignificant as compared with the increase in expenses. More-



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*Big electric locomotive pulling a heavy freight train thru the American Rockies on the electrified division of the Chicago, Milwaukee & St. Paul Railroad*

over, some of these economies, such as the skip-stop and the reduction in car schedules, tend to decrease the service to the public and indirectly to reduce traffic and revenues.

One-man car operation, which is one of the most promising economies on the program, cannot be effected without considerable delay and the expenditure of considerable sums of money for new or remodeled cars; and the new capital that would thus result in the reduction of expenses cannot readily be had.

To ask the street railway companies under present conditions to economize first, and to seek additional revenues later on if necessary, is much like the wholesome practice of compelling a tramp to saw wood before he is given a breakfast. That is all right if he had a good supper the day before, but if he has gone hungry for a week the strict application of the rule may prove to be both cruel and ineffective.

At any rate the companies are in a state of mind where they demand more revenues and insist that they must have them at once or stop functioning.

#### Abrogation of Franchise Contracts

(4) Street railways get the bulk of their revenues from fare-paying passengers. If the rate of fare is fixt and unchangeable the only way to increase the revenues from this source is by an increase in traffic. If the cars are already overcrowded or if the people are moving to other communities, the companies see little hope in this direction.

For the immediate relief of their financial pains they see no better way than the abrogation of their franchise contracts and the increase of the rates of fare. It has often been charged that contracts between cities and street railway companies are enforced to the letter when their terms go against the public, but that it proves very difficult indeed to enforce them when they go against the companies.

At any rate it is a curious spectacle to see the protagonists of vested interests, who have so



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*An electric train on the Pennsylvania System*

often invoked the sacred provisions of the federal constitution to enforce the obligations of contracts, now coming before the public service commissions and without even an apology asking that the provisions of their municipal contracts be set aside because they need more money.

An extraordinary development of law and public policy is resulting from these conditions. In some states franchise contracts have been expressly exempted from the control of the commissions, but in general it may be said that where full-fledged public utility laws have been placed upon the statute books, the courts are holding that the commissions have rate-regulating powers superior to the provisions of municipal contracts.

The theory is a simple one. The first premise is that the state legislature is supreme and that municipalities have no rights or powers which have not been derived from it or which may not be withdrawn by it. The second premise is that the state, in the exercise of its supreme authority, subsequent to the granting of powers to municipalities, has chosen to exercise certain of them itself.

#### Son Who Is Nobody

It is as if a man were to delegate his son to carry on a certain portion of his business and to authorize him to enter into contracts for the purchase of supplies or for the construction of a new building. The son proceeds to make terms with a contractor.

Subsequently, the contractor finds that his contract is unprofitable and desires to be released from certain of its obligations. Instead of going to the son and securing his consent to a modifica-

tion of the contract, the contractor approaches the "old man" and submits evidence to show that the contract is onerous. Thereupon the father, without consulting the son or securing his consent, exercises his own superior authority and modifies the contract for the benefit of the other party.

It is admitted that the father could not modify the contract for the benefit of the son without the contractor's consent, but it is maintained that if he wishes to sacrifice his own interests as represented by his son he may do so, so long as the contractor is willing to modify the agreement. The son is nobody.

This theory as applied to the relations between the legislature and the municipalities with respect to the modification of franchise contracts leaves the municipalities without ultimate authority and makes it impossible for them to enter into contracts with public service corporations with any assurance that the contracts can be enforced.

The cities do not take kindly to the abstract theory of the law that they have no rights which may not be sacrificed by the legislature without their consent, and the whole purpose of the municipal home rule movement during the past forty years has been to overcome or circumvent this theory. The situation is developing, however, so that in many states constitutional home rule provisions have become ineffective with respect to this particular matter. The importance of this development upon the power of municipalities to deal with the street railway problem in an effective and constructive way can hardly be overestimated.

#### Competition in a New Form

(5) It is a particularly interesting development that now, just as we have come to give legal recognition to the theory of monopoly in public utility service, the practical conditions of monopoly which formerly surrounded the street railway business have been considerably modified.

Street railways unquestionably render a necessary service to urban communities. It is also unquestionable that they can be operated more economically and can render better service to the public if the business is handled by a single agency in each separate urban community, but the development of private automobiles and of jitney busses has been so great in recent years as to make serious inroads upon the traffic on which the street railways must depend for their financial support.

In other words, just as monopoly has received legal recognition, effective competition has been re-established by a different type of vehicle. The effect of automobile and jitney competition upon the present financial condition of the street railways and upon their financial prospects for the future is profound and, even from the public point of view, alarming.

#### Reversal of Policy

(6) With expenses increased, traffic curtailed by competition, and increased revenues sought thru increases in rates of fare, a crucial test is being applied to the street railway industry. If the unit fare is raised from five cents to six cents, this should produce a 20 per cent increase in revenues; if it is raised to seven cents, we should get a 40 per cent increase in revenues; and if raised to eight cents, a 60 per cent increase in revenues. This is on the assumption that the same number of passengers would ride, but the experiments have been made and it has been

found that an increase in the rate of fare tends to reduce traffic.

Street railway service is indeed a necessity to every large city, but there is a considerable margin of use of street railway service in ordinary times which is not a necessary use but merely a convenience. The tendency of the increased fares is to reduce this convenience traffic, which, obviously, is for the most part the short haul traffic, and this is admitted to be the portion of the traffic that is most profitable to the companies.

We have, therefore, in the straight increases of fare which have already been allowed to many street railways, and which many others are clamoring for, a tendency of profound importance, both from the point of view of the financial interests of the street railway business and also from the point of view of the social importance of the street railway service.

Hitherto it has been recognized as a most important element in enlightened street railway policy to adopt all available means for the development and increase of traffic. All progressive companies have looked upon such an increase as beneficial to them, and all public authorities, except the late Mayor Gaynor of New York, have regarded the increase in the riding habit as a normal and healthful concomitant of urban civilization.

#### Curtailling the Traffic

Now under the stress of financial need the companies have been adopting measures which in fact tend to drive traffic away and to eliminate that portion of it which cannot be regarded as

an absolute necessity. We can understand how in time of war when economies of man-power, fuel and equipment are urged upon everybody, an appeal to the public to use the street cars as little as possible might have some basis in sound reason and good public policy. The same may be true in times when a plague is in the land and crowded street cars are supposed to be a prolific means of spreading the contagion.

But from the companies' point of view a curtailment of the use of the street cars, whether voluntary or involuntary, means a radical change in the financial outlook of the business, and from the public point of view it means a change in its conception of the social value of street railway service.

The question is: Do we ride too much? Was Mayor Gaynor right when he sent his cynical reply to the man who complained that the Brooklyn Rapid Transit Company did not heat its cars? The mayor told the man that his proper remedy was to walk, as he did; in that way he could keep warm without any trouble.

As the matter now stands, the straight increase in fares is tending to transform the character of the street railway business from that of a public utility, intended to meet public convenience and give the widest possible public service, to that of a business occupying the streets for the use of a limited portion of the population whose necessity balks at no increase in cost or whose financial ability is unaffected by so insignificant a matter as street railway fares. The situation presents a complex combination of sociological, psychological and economic factors that is putting the intelligence of street railway managers visibly under strain.

#### Public Operation Without Purchase

(7) Under conditions that prevailed before the war a good many people who favored municipal ownership were opposed to municipal operation. We then had three distinct policies under discussion, namely, (a) private ownership and operation, (b) municipal ownership and private operation and (c) municipal ownership and operation.

The conditions arising out of the war and the precedents established by the federal government in connection with the steam railroads and the telegraph and telephone lines, have brought another possible policy prominently into view, namely, (d) private ownership and public operation.

This policy has already been adopted in the Boston case, and the financial difficulties in the way of immediate purchase of the street railway lines of the country, coupled with urgency for financial relief of the companies, are likely to bring very substantial support to this policy during the impending reconstruction period.

The advantages of retaining unitary operation of large systems which are partly interurban are directing attention to the possibility of state rather than municipal operation. It may be safely assumed that the states are less keenly interested in ownership as such than the municipalities would be. Therefore, we have to consider a set of problems that are new and that are radically different from the problems previously considered in connection with urban transit.

In view of all these conditions, what is to be done with the street railways?

—Reprinted from *The National Municipal Review*.

#### The Ten Demandments

By A. Wise Employer

*First*—Don't lie. It wastes my time and yours. I am sure to catch you in the end, and that will be the wrong end.

*Second*—Watch your work, not the clock. A long day's work makes a long day short, and a short day's work makes my face long.

*Third*—Give me more than I expect, and I will give you more than you expect. I can afford to increase your pay if you increase my profits.

*Fourth*—You owe so much to yourself you cannot afford to owe anybody else. Keep out of debt.

*Fifth*—Dishonesty is never an accident. Good men, like good women, never see temptation when they meet it.

*Sixth*—Mind your own business, and in time you'll have a business of your own to mind.

*Seventh*—Don't do anything here which hurts your self-respect. An employee who is willing to steal for me is willing to steal from me.

*Eighth*—It is none of my business what you do at night. But if dissipation affects what you do the next day, and you do half as much as I demand, you'll last half as long as you hoped.

*Ninth*—Don't tell me what I'll like to hear, but what I ought to hear. I don't want a valet for my pride, but one for my purse.

*Tenth*—Don't kick if I kick. If you're worth while correcting, you're worth while keeping. I don't waste time cutting specks out of rotten apples.



# THE ROTARIAN'S OPEN FORVM



The columns of this department are open to the readers of the magazine for the discussion of questions of general interest or vital import. Raise new questions; agree or disagree with those already raised; put your thoughts into writing and send them to the editors; but please be brief, so that a larger number of contributors may be given the opportunity to be heard.



## Memorial Flowers

FOR a long time it has occurred to me that the love for each other that France and America have been showing of late could be cemented forever, and our homage and respect to those American boys who paid the supreme sacrifice could be shown in the best way, by planting over the graves of the American boys in France the particular flower which is the emblem of their state.

As a good Rotarian, I should personally like to see the Rotary clubs of the United States take hold of this idea and create a national movement in its favor, and do something that, in my estimation, not only is one of the biggest things at this particular time, but an inexpensive, simple little act, which should not be overlooked.

The emblem of the State of Rhode Island is the violet, the hardest of all to be transplanted because the roots have to be planted, as it cannot be grown from seeds. Many of the State flowers can be planted by seeds. I have made arrangements whereby a French florist will be glad to plant the violets over the graves of our Rhode Island boys.

—Frank Chapman, Rotary Club of Providence, R. I.

## A Letter Appreciation

THE Bureau of Industrial Housing and Transportation (of the U. S. Department of Labor) wishes to express its appreciation of the valuable assistance which the International Association of Rotary Clubs gave during the past year to the Real Estate and Commandeering Division of the Bureau.

The chief function of that Division was to acquire as quickly and as advantageously as possible real estate for housing projects in many cities thruout the country where there was serious congestion of industrial war workers. In order to obtain the properties at prices fair to both the owners and the Government, it wisht to have the best opinions it could of the values. It therefore turned to the International Association of Rotary Clubs, among other organizations, and the response was most gratifying.

Appraisal committees were appointed by the local Rotary Clubs thruout the country and their services were offered freely and gratuitously to the Bureau, which was glad to call on them in all cities where the acquisition of property was desired. In several cities this meant the appraisal of many different parcels of land, often widely separated and requiring much time and care, and the Bureau was sincerely pleased by the conscientious work of the Rotary Club appraisal committees. In all cases they showed patriotic zeal, doing their work promptly and

intelligently, and thereby materially assisting the Real Estate and Commandeering Division in acquiring the land at prices supported by public opinion, which meant large savings to the government.

The Bureau is sure that the committees appointed in cities where their services were not required would have acted with the same loyal spirit had they been called upon.

—Irving E. Macomber, Assistant Director.

## Be Happy

Some folks always grumbling,  
Trouble everywhere;  
Go thru life a stumbling  
Over bumps of care.

They don't love the sunshine  
And the birds and flowers;  
Pity there are such kind  
In this world of ours.

What are petty troubles  
In life's fleeting span?  
They are only bubbles;  
Prick them when you can.

To make life worth living,  
Be cheerful; that's the thing.  
Keep on making—giving—  
Laugh—smile—sing.

The whole world loves the cheerful,  
There's too much shaded gloom;  
It's no place for the tearful;  
Hell's the home of doom.

Look out for the pleasures,  
They are all around,  
Stored in brimming measures,  
Easy to be found.

Don't be a chronic kicker  
When things aren't going right,  
Nor let the Hope Lamp flicker;  
Trim it, keep it bright.

And before you know it  
You will fall in line,  
Your very face will show it—  
"Things are going fine."

—C. G. Hill, Rotary Club  
of Winston-Salem, N. C.

## New Forms of Democracy

GOVERNOR William C. Sproul, recently mentioned as a future presidential possibility, is chairman of "Community Service for Chester and Vicinity" thru which the oldest city of conservative Pennsylvania leads the world in a new program of re-creational social service which solves some all-American problems of reconstruction and industrial advance.

Chester's ten departments each having a competent employed executive, all together enlist

454 local men and women in 33 working committees—constituting a new and better kind of "Tammany Hall."

For the better Americanization of both foreign and native born, Chester's League of Nations has been presented continually in original forms of international cooperation with eight leading groups of foreigners, organized for cooperative community service based on mutual appreciation and good will.

Contrasting with former race riots in Chester, a colored organization department conducts three Community Service centers in public schools and presented "New Era Week," June 8 to 14, to interpret the loyalty, labor and service which 17,000 colored people contribute to Chester's welfare.

An Italian organizer has replaced religious antagonisms and other misunderstandings by united community activities including music, drama, lessons in English, help in naturalization and participation by Chester's seven or eight thousand Italians in all public service undertakings.

"Dry Saloons" or "Community Clubs" are being establish by one Community Service Department. In the successful pioneer Community Club, "conducted in the spirit without the spirits of a saloon," a local society leader and artist, Miss Constance Cochrane, is becoming "the Jane Addams of the future Dry Saloon"—which is already, in Chester, turning 234 young fellows from corner loafing, pool rooms, gambling and drink to such new standards as are represented by their own purchase of a four hundred and fifty dollar piano for their Club, their modifying the Club slogan "No Dues; No Don'ts" by inaugurating 25 cent voluntary monthly dues and by their selling 83 Victory bonds totalling \$6800.

In one parochial and six public schools, evening Community Service centers are popularly operated by the School Centers Department. Evening game leaders with no play ground apparatus except a unique \$25 box of equipment for Volley Ball, Playground Baseball, Basket Ball, Quoits and Medicine Ball, are vitalizing vacant lots for adults, and family groups under "Mel" Sheppard, an internationally famous athlete who directs the department of "Athletics and Physical Education."

Community Singing was the first and Hospitality one of the latest departments establish—the latter with a friendly slogan, "Here let no one be stranger." All ten departments are putting "Unity" into "Community."

Chester's path-finding movement is a part of "Community Service Incorporated" which is rapidly spreading to many American towns and cities. To industrial workers and to all the average folks of average cities it applies permanently the democratic locally-determined methods of community

organization which War Camp Community Service, the "Red Circle" of Hospitality, by its popular war time service as one of Seven United War Work Agencies, proved to be essential to making human life effective—for peace as for war.

Community Service was necessary in war to make soldiers "fit to fight." These soldiers coming home will want similar club houses, athletics and social activities to keep them "fit" for civilian service. When their honored uniforms are removed there remain average men in average communities—which should copy Chester in re-creating neighborhood life to make it as good as the training camps.

—Rotarian Charles F. Weller, Executive Secretary, Community Service of Chester, Pa., and Vicinity.

## Bonus and Thrift

I notice a wide interest in the bonus as a means of stimulating not only retail sales, but a greater efficiency in other departments of retail stores, such as the payment of bonuses for careful packing, prompt deliveries, the elimination of errors and waste, and the like. Practical plans for awarding such bonuses are constantly appearing in trade journals.

There is an excellent opportunity to link thrift with bonuses. All money earned in this way by employees is practically extra money, paid by the employer for greater effort, skill and carefulness. Now, shall this money be lightly spent as "velvet," or might it not better be regarded as savings, and securely invested?

I believe that if both employer and employees will look at bonuses from the standpoint of thrift, there will be an improvement and extension of the whole bonus plan. Some bonus plans amount to little more than prizes. That is, the employer will offer a nominal sum, say \$10 weekly, to be paid to the sales people who make the greatest number of sales each week, or the greatest increase over the last week's sales. Prize money divided that way may give only a couple of dollars monthly all around to each sales person in an average store.

But where substantial additions to pay envelopes are made on a real bonus system, and there is honest profit sharing on extra earnings, employees might benefit by earning 10 per cent over their fixed wages. Almost any capable employee has 10 per cent reserve power, and a well-planned bonus system would bring this reserve power out. Employees would profit by increased earnings and the employer by greater turnover and reduced overhead.

## Orderly Saving Plan

Systematic thrift implies orderly saving by a plan of at least 10 per cent of one's income, and safe depositing of that money in a bank, or putting it into some security. Let any man or woman set aside 10 per cent of the income for a few months, and he or she will be benefited greatly. Such savings provide for emergencies, keep people out of money lenders' hands, teach better management of money and things, give respect for other people's property, and arouse the energy and ambition which develop executive ability.

The bonus plan should not only be linked with thrift, but may be linked with investment. If extra earnings were paid employees in the form of War Savings Stamps, they would not only be saved the moment received, but each 80-cent

## If You Haven't Got the Curve

When Jimmy Jimson starts to pitch  
At baseball in the lots,  
He gives his little head a twitch  
And ties himself in knots.  
He bends his body, lifts his knee,  
And limbers up his toe,  
And swings the ball amazingly  
Before he lets it go.

But Tommy Tomson's not the same;  
He doesn't move around  
As Jimmy does; a different game  
He plays upon the mound.  
He sizes up the boy at bat;  
He looks him in the eye;  
Then takes a little step—like that—  
And lets the pellet fly.

And thus the game of life is played.  
When you are one and twenty  
You'll find in every line of trade  
Of Jims and Toms aplenty.  
I think this humble notion  
For a moral well will serve:  
There's nothing in the motion  
If you haven't got the curve.

—Dayton (Ohio) Rotary Smile.

bonus would be increased to a future dollar. There is no better or safer investment security available today than the War Savings Stamp, and moreover, it has every advantage of convenience, because deposit calls for no trip to the bank, and no detail.

Thru the War Savings organization, the United States Government is conserving thrift habits acquired during the war. Government borrowings, now that the 5th Liberty Loan has been subscribed, will largely take the form of War Savings Stamps. Last year more than \$1,000,000,000 worth of these little stickers were purchased by the nation. It is estimated that a similar amount yearly will suffice for Government finance, and that the thrift habits inculcated by the War Savings Stamps will result in economies amounting to billions of dollars in addition, which will benefit our savings banks, life insurance companies, building and loan associations, commercial banks, bond houses and the whole industrial and economic business of the country.

It is interesting to learn that the coupons on Liberty Bonds alone now return to the holders more than \$800,000,000 yearly, and that simply transforming these coupons directly into War Savings Stamps will come within 80 per cent of meeting the Government's future borrowing needs.

## Appeals to Employers

In planning bonus payments employers may well consider the possibilities of the War Savings Stamp. Let the bonus be planned as extra earnings to bring out extra effort, and these extra earnings be securely put away for a rainy day. I believe that if the matter were placed before employees in this light most of them would see the constructive possibilities, and that they would gladly accept bonus money in the form of War Savings Stamps—a percentage of it at least. Of course, payment in this way should be made only with their own consent.

The War Savings organization is interested in hearing about every bonus plan linked to War Savings Stamps. You are asked to publish this letter so that the business men who read your journal may view present or contemplated bonus plans from this aspect of thrift and savings.

Wherever the thrift view has been applied to bonus plans, and bonus money is being paid in War Savings Stamps, the War Savings organization would be glad to obtain details, so that information about successful methods may be made available to others.

—James H. Collins, Special Writer, War Savings Organization, Treasury Department, Washington, D. C.

## Subpoenaing the Experts

JUST now you (A. E. F.) belong to the Army. Pretty soon the Army will belong to you. What are you going to do with it?

You are returning, or soon will return, to that citizen body of which the Army is but a servant, an employee, an instrument. Presumably you have devoted considerable thought to the good and bad qualities of that instrument. In all probability you have come to the conclusion that, if a decent amount of attention had been paid to it in times of peace, it would have been a little readier when the world called on us to use it.

When you go back and have abandoned as futile your original intention of lying in wait for your old "top" to paste him one in the snoot, are you going to vanish into the leggingless crowd and forget all about the Army? Remember, it will be peculiarly up to you, both as a voter and as expert, to see that next time, if there ever is a next time, it shall be found as fit and clean and flexible an instrument as work and vision can make it. Are you going to keep an eye on the next Congressional committee that sits down to rewrite the Army legislation?

After all, it will be your Army, you know. What are you going to do with it?

—The Stars and Stripes, newspaper of the A. E. F. in France.

## All in the Game

AMERICA'S National game is symbolic of American business methods. Every keen business man should be a base ball fan. We may not be in the big league, but we can play big league rules. Each day of our business life may be likened to an inning in base ball and when the French, English and Japanese ball managers acquire the knack of putting in a pinch hitter, then we can well look to our laurels in business competition.

By the way, have you a pinch hitter in your firm? You know he is an institution—perhaps has been, or retired to golf, not down today. But when that hit is needed get him on the wire and have him come down and close the deal. A pinch hit many, many times puts the game "over the top" and all successful clubs have a "pinch hitter." Ask "Jawn." He knows what they are worth.

An inning, of course, is once at the bat and once in the field, and in our business world is likened to, perhaps, the whole day.

At least, one should be at the first base by eleven a. m. If you can't get thru on a clean hit, then bunt the ball and slide to first. It is in the rules and perfectly legitimate. No one can get hurt in the attempt except yourself, and a good base runner never gets "spiked."

Arriving at first base about eleven a. m., one always has a fighting chance to make a run; if your team mates cannot hit you to second, then, get there on an error, or by your own



speed. Many a good bill of goods is sold or a deal is closed before lunch, perhaps thru your competitor's getting around too late, an "error" in his end of the game.

### Second Base Is Noon

Second base is noon in your business and third base is three o'clock. Of course, it may be closing time at the office while you are still on second or third. Out at second or third, or to be left on those two bases is not a disgrace, but a run looks mighty good when you are on either base, even with two out, and if your team plays ball all the time right to the last man up and out, the winning run may be put over the home plate.

*Perhaps the play that comes nearest to the Rotary spirit is the "sacrifice hit," for you know it advances the other fellow, tho you may be thrown out yourself at first base. If the needs of the hour call for a sacrifice, go to it and then forget it. Perhaps it will make the needed run for your team, and that's the thing that counts after all.*

If your team is in the field there are two things to bear in mind. Keep one eye on the ball and the other on the base runner. This is an imperative rule. You may be able to switch your "lamps" as a unit, but it is dangerous. "Evers-Tinker-Chance" actually put the ball out of business in one game in Chicago years ago; the slight of hand they put over fooled the eyes of everybody, even the umpire.

The business world is full of combinations like "Evers-Tinker-Chance," and it pays to keep your eye on the ball always. So, whoever has the ball, try to figure out what he will probably do with it and act accordingly. The ball is the business end of any base ball game. It represents business in every sense of the word—even in our every day life.

### Umpire and the Public

What about our attitude towards the umpire? No base ball game could be played without an umpire. Did you ever think of that? He represents the rules and regulations, "business ethics," if you please. To err is human—hence the unpopularity of the average umpire.

If you have a good "kick" on a decision, make it but don't be a "beefers;" in the business world "beefers" never get anywhere, neither do they in a ball game.

Keep men of good judgment on the coaching line and never forget the fact "The Dear Public" appreciates wit along with a good game.

On your part try to appreciate the public's interest in team (business). Especially is this true on your home ground. The position of old Clark Griffith, of the Washington Club, is an example. When the grand stand would contain most of the Supreme Court and two-thirds of the Senate, it took more than Bill Taft and Uncle Joe Cannon to get up a good "all around smile." So Griffith always had a Schaeffer (Old Germany Schaeffer—wonder what might be his cognomen now?) and Nick Altrock. These two jolliers, would bring a smile to any "old game."

We must have our smiles from the public. Keep them good natured. It is a business proposition. "The Dear Old Public" thrives on a smile. It saves dodging the pop bottle sometimes. "Old fans" will know what I mean, and so will you if you become a fan. Try it for a season.

—Frank M. Sawyer, Rotary Club of Kansas City, Mo.

### Rotary and Labor

THE Rotary club seeks to emphasize the thought of cooperation and its slogan is "Service—Not Self." It is to me one of the evidences of that brotherly cooperation which in a democracy must supply the place of that authority on which an autocracy relies to make things move smoothly.

I am enthusiastic as to the service this club will render America and the other nations to which it is slowly spreading.

Allow me to take this opportunity of presenting thru you to a representative body of working men this new business philosophy. I am sure they will be interested, tho it is not likely the Rotary club will ever have anything to do with the fixing of wages, the calling or settlement of strikes, or with any specific matters of this kind. These will doubtless be dealt with by business organizations of all the men included in the businesses involved.

Someone has said, "As a man thinketh, so is he." I believe men have acted as they have in the past because they felt it was the only manly and right course for them to take, rather than as a matter of mere selfishness.

Many good impulses have been smothered by the belief that sympathy was weakness and if this is to be changed a new philosophy of life is needed and to the establishment of such a philosophy we must all contribute. It seems likely that after all, this philosophy will simply mean the bringing into everyday life of the doctrine of the Fatherhood of God and the Brotherhood of Man, a doctrine which even those who profess to believe in on Sunday seem often to feel little interest in the rest of the week.

I do not suppose it will be easy to get people

to believe in its efficiency and to try it even a little bit, or that any of us now living will see the end, or perhaps even know what that end will be. I feel, however, that we will all be happier if we are making an effort to tell one another of this new stirring of feeling and conviction and of the new hope which we found upon it.

In winning the war the democratic nations have only won the opportunity to continue their experiment in democracy, but that experiment cannot yet be pronounced a success, nor do I believe any increase in wages or any improvement in the status of the working man will of itself make it a success.

—Bolton Smith, President Rotary Club of Memphis, Tenn., in letter to the editor of "The Labor Review," a labor newspaper of that city.

### Architecture and the Public

IN none of the arts is a correct judgment on the part of the public more necessary than in that of architecture.

It has often been suggested that the daily paper, by an occasional admission into its columns of competent criticism of architectural work, might be a powerful auxiliary in awakening public interest in the architecture of our (English) cities. If we had a critic of architecture as widely read and as interesting as our well-known musical critic he could awake the public to a right perception of what to look for and demand. When we consider that it is an art which is of daily concern to mankind, it is deplorable that it suffers the complete neglect of the press.

We have critics who guide us to the right books to read, tell us what poetry to avoid, what pictures we should talk about, but in no regular department of the newspaper do we find a criticism of architecture telling us how our cities should be designed and what houses we should build. The public naturally does not consider it because it is never presented.

This neglect of architecture means that there is no public opinion behind architects, no education of the public mind to the perception of what is good or bad. It means that the art of all arts, which can do the most injury to the greatest number, is left without the restriction of public opinion, to be exploited and degraded in the hands of ignorance and greed.

We can escape from bad pictures, we need not read rapid novels or tiresome stories, we need not hear bad music, we can escape all these without critics to warn us; but a bad building may make a whole city foolish and laughable, or, what is worse, it may ruin a whole country side of rare and exquisite beauty.

There are some buildings so offensive to the canons of good taste and others in important positions so mean and unworthy that one wonders how it is that there is no authority with power to control the architecture of the city.

A censorship is a difficult and delicate matter and no satisfactory solution has ever been effected in this country or abroad. It must be done by the education of the public taste and the awakening of the public interest. In Paris a censorship failed, but for some time past an annual prize has been awarded for the best new building erected in the year, and the honor of the award is much coveted.

The causes of the absence of noble architecture are many, tho thoughtlessness is the principal one. The man in the street may not be capable of analysing and appreciating the hidden mystery

### We All Like Jollyng

Kid me along! I'll recognize the bunk,  
But it will please me vastly, just the same.

Few patrons have the everlasting spunk  
To call the merchant at his "jolly" game.  
Down in our hearts we customers believe  
There may be just a chance that it is true—

Those flattering words from you that we receive  
May emanate from out the heart of you.

Of course, we see you jolly others, too.  
We understand it then for what it is.  
We marvel that such foolish things you'd do

To please the customer and get his biz.  
But when it comes our turn, we eat it up,  
Our egotism helping us to feel  
That tho you "doped" the other fellow's cup—

Your heart of hearts was in our little spiel.

Kid me along! I'll stand a lot of bunk  
If only I am told the things I like.  
I have no doubt an odor-laden skunk  
Would think himself a rosebud, if some "kike"

Should tell him so when angling for his trade.

That is the sort of thing all creatures love.

We humans, in particular, are so made  
That flattery is the fondest thing we're of!

—Strickland Gillilan, Rotary Club of Baltimore, Md.

of beauty in design, but he will be influenced by it tho he may not know or admit it. But, as I have said, it is necessary that the public taste should be educated so that a higher standard of excellence in street architecture may be demanded and willingly paid for.

If the architecture of a city is not what it should be, and no one will contend that it is, we must remember that it reflects on the character of the city as a whole. One can judge—a discriminating and cultured stranger can judge—in a walk thru a city the general level of the art education of the people by an examination of its street architecture, and he will come rightly to the conclusion that whether it is good or bad it reflects the taste and character of its inhabitants. Therefore there is a direct responsibility on all who are jealous of the reputation of the city and who are promoters of building schemes to see that they build well, nothing cheap and unworthy, but rather that it may add to the dignity and beauty of its street architecture and so enhance the value of the city.

A beautiful city is a great asset, but how seldom the truth of this is realized!

The splendid spirit of Rotary is a spirit capable of fine issues and will, I am sure, remind us that anything we can do to aid and foster local art for the credit and glory of our city, we should do as a manifestation of the intellectual life within us and the principles for which Rotary stands; for where the arts are loved and practiced, there is the truest indication and unerring witness that all is well morally and physically with the conditions and surroundings of the people.

—Arthur Harrison, Fellow Royal Institute of British Architects, president of the Rotary Club of Birmingham, England. Extracts from an address to the Birmingham Club.

### Equity

*We envy no man what he makes;  
We challenge only what he takes.*

—Edmund Vance Cooke.

SOME day some one will advance the startling claim (if it has not already been advanced) that no one individual, family, or concern is entitled to an income in excess of a certain sum unless such excess is devoted to the service of society in some way. And the suggestion will be adopted and society will enforce its observance. Socialism? Oh, no; just Advanced Civilization.

Can you imagine an income of \$6,000,000 a year? Not a fortune of \$6,000,000, but that amount coming in every year! What could you do with it unless you gave it away? What man could use it without danger of misusing it?

If you and I could make society over again on a Rotarian basis I rather think we might go at it something after this fashion: Well, gentlemen, here we are just starting in on this great big partnership of society; we haven't anything; we have got to create wealth—whatever that may be. About that time some one would say: "My, but I am hungry," and that would give us our logical start.

We would go on to reason: Well, first of all we have got to live and to do that we must have food and drink and clothing and houses. Next, we want to get educated and enlightened, to grow physically and mentally and spiritually and develop the individuals and the race, and that means schools and libraries and churches, and time and facilities for study and research and

### Suggested Rotary Prayer

**O** LORD, let me do my work each day, and if the darkened hours of despair overcome me may I not forget the strength that comforted me in the desolation of other times. May I still remember the bright hours that found me walking over the silent hills of my childhood, or dreaming on the margin of the quiet river, when a light glowed within me, and I promised my early God to have courage amid the tempests of the changing years. Spare me from the bitterness and the sharp passion of unguarded moments. May I not forget that poverty and riches are of the spirit. Though the world knows me not, may my thoughts and actions be such as shall keep me friendly with myself. Lift my eyes from the earth, and let me not forget the uses of the stars. Forbid that I should judge others lest I condemn myself. Let me not feel the glamour of the world but walk calmly in my path. Give me a few friends who will love me for what I am. And keep ever burning before my vagrant steps the kindly light of hope, and tho age and infirmity overtake me, and I come not within sight of the castle of my dreams, teach me still to be thankful for life and for time's olden moments that are good and sweet. And may the evening twilight find me gentle still. Amen.

—Composed by Max Ehrman, and suggested as a prayer for Rotary gatherings by W. B. Beach of the Rotary Club of Scranton, Pa.

thought and reflection. Next, then, we will be entitled to some recreation and play, to have a good time, to enjoy the luxury of ease.

We all agree upon these three things, don't we? Good. Of course every fellow has got to do his part according to his ability and opportunity. Remember we have all got to have food first, then we will all get education, and then the luxuries will come for all, as we learn how to get them and how to get the time from work to enjoy them.

Do you suppose there would be any fourth provision that after one or more of us had got to the point of having all the wealth he could use even for luxuries he would be allowed to go on getting more at the expense of his fellow Rotarians and perhaps use it to oppress and enslave some of them?

Some day, I say, some one will advance the startling claim that every man is entitled to an income large enough to provide for life itself, an income big enough to insure the possession of the necessities and comforts of civilized life, an income munificent enough to allow for all reasonable luxuries—and no more, unless such greater income is accepted as a trusteeship and used to the benefit of society and particularly to increase the income of every man having a less one than his.

Did some one say: How large an income is a man to be allowed? I don't know how large it will be—perhaps \$25,000 or \$50,000 or maybe \$500,000 (personally, I think \$50,000 would be sufficient, altho I may think differently when I get the \$50,000), but anyway, it is not likely to

be \$6,000,000, which is merely the annual return at 6 per cent upon an estate or a capital of \$100,000,000, a sum which is getting to be no more unusual in this day and generation than \$1,000,000 was when I was a boy.

If human nature is such that the average business man will try to avoid making any surplus income so that he won't have to surrender it to society or have some one else tell him what he shall do with it, he will have the choice of several things to do—he can charge less rentals for his realty holdings and that will be good, he can pay better salaries and wages and that will be good, he can sell his articles or services at lower prices and that will be good, or he can be a real Rotarian and endeavor to give as near 100 per cent as possible in the value of the goods or services he sells.

There is a man operating a chain or system of restaurants in Chicago and some other cities. His establishments are clean and beautiful, his foods are wholesome and appetizing, his service is satisfactory, his prices are low. It would not surprise me to learn that he did not average more than 5 per cent profit upon the purchase of each customer. If he isn't giving 95 per cent of value, he will be doing so soon, I am sure. And he is getting rich, too. He is a good business man. He is a good man. He is a man.

A hog is not a man. The individual in business who takes more than a fair profit is a hog. Some day, I say, some one will tell him so.

—An old editorial by Chesley R. Perry in the April, 1912, issue of the Rotarian.

### Let the Public Know

**I** FIRST became a Rotarian because I had a friend who was one. I had noticed that the fellows who composed the Rotary club were the most wide-awake and up-to-date business men in town, as a whole. Being of a venturesome nature, I decided to try being a Rotarian, as I had tried many other things.

Rotary has more than met my expectations. I like it because it inspired me to greater and better things. It is a constant reminder for service. It draws me out of myself to others. It also gives me a splendid opportunity to express my thoughts and convictions where I feel they will be the most likely to accomplish results.

If I may be permitted to make a suggestion, I would like to say that I think that Rotary ought to make itself felt even more than it has. It has done wonderfully good work, but its sphere of usefulness has only been toucht. We should let people know more about Rotary and what it is doing; not for our own sakes, but that our influence may be more far-reaching.

We should do more for the boys—all of the boys. In no other way can we more quickly carry the news of our organization into the homes of the people. By inspiring boys to stand for the nobler and better things of life, we will not only help the future generation, but our own as well.

Let us then not only do the good that we are doing, but let us, as a club, take steps to let the people outside of Rotary know what Rotary is doing and what it stands for. In this way we shall reach more people and greatly extend, not only the borders of our club, but the field of our usefulness.

—E. W. Caster, Rotary Club of Highland Park, Michigan.





# THE VISION OF ROTARY

## He Profits Most who Serves Best

### Keystone of Rotary

**F**RIENDSHIP is the keystone of Rotary. From this foundation has been reared a structure that has stood the test of time and is sweeping the world around. Since Rotary taught men what real human friendship can mean, other organizations have rapidly been formed on exactly similar lines.

This can mean but one thing. Men are stopping long enough in the whirl of their business to take thought of each other. Love has become the underlying motive of their lives.

This new incentive, this practical application of the Golden Rule in business speaks a universal language and the Rotary Idea, call it by what name you will, is literally spreading to the ends of the earth.

In years to come when the world has learned Rotary tolerance, when it has learned to look for the good in every man—which is always there if you and I dig deep enough for it—and when it has learned that with real friendship goes real understanding one of the other, then it will be absolutely impossible for another such war as we have just past thru to devastate the earth. Rotary has taught and is teaching men the better way.

What almost seeming miracles have been accomplished in the short time Rotary has been born. We used to say, "there's no fun around the pump," and we scoff at the idea of a bunch of good fellows being able to have any fun around the banquet table unless the liquor flowed freely. Rotary showed us all that there's really no lasting good time unless it is around the pump. Largely because of the example it set, liquor in the past few years has almost entirely disappeared from the banquets of nearly all the business and professional organizations, whether Rotarians or not. Yet Rotarians are always the "good scouts" of a community and not namby-pamby temperance cranks.

### Humanizing Men

Business men have for years endeavored to preserve the so called dignities of life and have clung to "handles on the names." No matter how well we thought we knew some people we couldn't quite divorce the "Mister" idea until Rotary taught us that you can't ever get real close to a man as long as you build an artificial barrier between you and him by a "Mr." or a "Dr." or a "Prof."

Every man wants to be well thought of. He longs for the time when friends will whack him a good hard blow on the back and call him Bill

*The vision of Rotary is as many sided as there are Rotarians. In this department appear the thoughts of different Rotarians concerning Rotary in its many aspects and in its application to the affairs of everyday life. Each article is published as the opinion of the writer and without approval or disapproval by the magazine or by the officers of International Rotary.*

or Jim. You never nickname a man you don't like and you'll never find a man whom everybody likes being called "Mr." You just can't do it once you know a man as Rotary points the way.

I remember that Rev. E. Leslie Pidgeon, our former International President, said he had been in Rotary but a very short time when he quit using the clerical collar and went out among men as just the man that Rotary had taught him to be. How many ministers have said the same thing. How they longed for somebody to call them a long forgotten first name that they hadn't heard since they left college.

Rotary makes no distinctions and a man is just a man. Rotary has done more to humanize ministers and get them to "speak our language," "carry matches" and be "regular guys" than any influence I know of and maybe you think the preachers don't appreciate it.

### New Standards in Business

Rotary, too, has made new standards in business that are felt and recognized even out of Rotary. No man can ever come into a Rotary club and go ahead doing business as if the other

### Since Father Joined the Rotaree

Father's life is full of joy; happiness without alloy; like a robin in the spring, hunting worms 'n everything; or an urchin with a pole hiking to the fishin' hole. Happy now because he's found a way to help the world go 'round. Friends he never knew he had shake his hand and make him glad. Every wrinkle in his face to a smile has given place. Work is easy; care no more camps inside his office door. All the house is blithe and free since father joined the Rotaree.

—Murray A. McClaskey, Rotary Club of Wheeling, West Virginia.

members of his club didn't exist. He knows that many men, leaders in business and professional life in his community, are banded together with him to make their business something they can well be proud of and he instinctively changes his business methods to conform to their high ethical standards.

We all know that we can do business everywhere on the word of Rotarians, thru the mutual confidence thus established, and the world has learned that honesty in business and truth in advertising does pay and a new thought in business methods has swept the country since Rotary's birth.

Rotary has been preaching a practical religion not by precept but by example. I like the way George Dugan of Albany expressed it when he said "Rotary is preaching sermons in shoes" and in these days, I'm afraid, other kind of sermons won't get very far. Many men who never thought much about real practical religion have had their first idea of it brought to them thru Rotary.

Many of us went to church but we so often hung up our religion with our Sunday clothes or were wholly content to have it in "our wife's name." And then suddenly we were brought into an organization where the good fellows of the town were busy trying to do something for somebody else.

We found them gathering up the cripples and the orphans and planting a smile where there was only a tear before. We saw them making the Boy Scout organization possible in many communities; we saw them backing hospitals; we saw them doing almost innumerable things to make practical the doctrine of service that they preached. It wasn't long before we were put on a committee that was doing some of the same things, and for the first time we found the lasting pleasure and content that comes when we give something for somebody else.

### Get Only As You Give

It is literally really true that you can never possess anything if you first don't give it away, but we could never believe it if we hadn't found it out by experience. Thus a new unselfishness is born, a real desire to carry to many in the shadow, something of the sunshine. I wonder after all if that isn't the real religion, and if a man who does that as part of his daily life, and not only on Sunday, hasn't a pretty good chance of getting to Heaven after all.

Rotary isn't a religion, it isn't a charitable organization, it isn't a commerce club, but somehow or other it has been able to get its members thinking along all those lines. I never saw a

real Rotary club that wasn't preaching "sermons in shoes," nor one that wasn't trying to bring to somebody else some of the good things of life or one that wasn't the strongest agency that the city posset to boost their own city.

Rotary always, as Frank Mulholland has so well put it, "takes the bashful, backward, diffident business man and puts him to work in the community interest." He suddenly finds thru the boosting of his friends that he has powers he never knew he posset. Confidence is born. He finds he can get on his feet and express himself.

How often have you heard the expression, "I never knew I could get on my feet before a crowd until I got into Rotary." There we find a big circle of friends plugging for us as only friends can boost; we find what real friendship can mean, and after all that's the greatest discovery any of us can ever make.

Is it any wonder that such environment brings out the best in every man?

Yes, Rotary is a place where men are made, real big manly men who have suddenly forgotten to see how much they can amass for themselves but who try to make the truth of their motto, "HE PROFITS MOST WHO SERVES BEST," something that finds practical expression in their everyday life.

—Ed. R. Kelsey, Rotary Club of Toledo, Ohio, past vice-president of International Rotary.

### Rotary a Training School

IT IS not a social organization, yet it is social. It reveals to us the noble aspirations of the other fellow.

It is not a religion, yet it is religious. It is religious in that it applies the true principles of religion in the market places of the world.

It is not a Fellows club, yet it makes for the best kind of fellowship.

It is not an educational institution, yet it is educational. It is educational in that it increases our vision of men and affairs.

It is not a board of trade or a chamber of commerce or a commercial club, yet it is commercial and interested in the success of all these organizations.

It is not a civic body, yet it is interested in all civic improvements.

It is not a charitable institution, yet it is charitable. But it has no patience with that form of charity which only pauperizes. It helps men help themselves.

It is not a business organization, yet it is an organization of business and professional men, and makes for more business.

#### What then is a Rotary club?

It is an organization that has in it of the essence of all these institutions and more.

It is an organization for the improvement and development of self and the improvement and development of all business and professions.

It is an organization of men banded together to help one another—to help one another succeed in the business of living and give to the world a nobler and more efficient life.

It is an atmosphere that breeds strong men—big men.

It is an organization that gives us an opportunity to rub elbows with strong and successful men, to get acquainted with them, draw inspira-

### Our Rotary Men

I've toasted "Our Country," "Sweet land of our Birth,"

"Our President," "Loyal and True."

"Our Fathers and Mothers." "The Salt of the Earth,"

I love them as dearly as you.

Our men who are with us are dearer than these,

I'll propose a new toast, and then,

Let's lift high our glasses, drink deep as we please—

"Our Husbands, the Rotary men!"

Rotarian Husbands, Rotarian Friends,  
Your Club I have found so worth while;  
I am glad to be here, and that you are here too,

I'm wearing my Rotary smile.

Success to your Rotary club and to you,  
Health, wealth to each one and long life;

In wishing you joy, I am wishing some too,

To every Rotary wife.

"Our Rotary Partners, the finest who live!"

This statement each wife knows is true.  
So tender, warm hearted and ready to give

To ev'ry good cause—here's to you!

"The Rotary Club and its members so great!"

I wish you good luck once again;

The joy of our hearts, and the pride of our state,

Our Husbands, the Rotary men.

—Mrs. Rose Fulgham Wells, Jackson, Miss., read at Ladies' Night of Rotary Club.

tion from them, give inspiration to them; learn how they succeed and apply what we learn toward making our own life more successful.

But a Rotary club is more than this.

It is a training school. It is a training school which teaches men what humanity in every age has refused to learn—the *decency of being square*; of being square in their business relations, of being square in their social relations, of being square with their families, of being square with their wives and children, of being square with unborn generations.

Rotary is a training school which teaches men even more than the decency of being square; it teaches men the profitableness of decency.

It is a training school which teaches men to dignify every occupation which performs some useful work for society with a feeling of equal worthiness.

It is a training school which teaches men to become ambassadors in the courts of their respective callings in life and in this way eventually spread the ideals and principles of Rotary to all men.

But a Rotary club is a training school which teaches us even more than all this. It teaches us the first requisite of greatness—that he who would be the greatest among us must become the servant of all.

A Rotary club is still more.

It is an organization which teaches us to act in the wisdom of the *great*. If a man is honest simply because honesty is the best policy he is not altogether honest. If a man serves best simply to profit most he does not always serve best. If a man avoids evil because of evil consequences he does not act in the wisdom of the *great*. He acts naturally—like a dog avoiding the fire.

But when a man avoids evil because of an inherent love of the good, then does he act in the wisdom of the *great*—then does he act in the wisdom of God.

Rotary in the last analysis teaches us to act in the wisdom of God.—Stewart McFarland, Rotary Club of Pittsburgh, Pa.

### The Master Musician

HOW remarkable, that the best, busiest, and most influential business and professional men of the community—men who can perhaps least of all afford to give of their time and energy—guard with such jealous care their membership, and attend with such uninterrupted regularity the weekly noon time meetings of a club, which is without a rule, without a ritual, without a creed, without regalia, without a single requirement except that he be a *man*.

What is in this peculiar atmosphere of Rotary that causes men to lay aside their work and cares for an hour in the busy time of the week and boyishly, cheerfully and eagerly shake hands, rub shoulders and slap the backs of their fellow members in real earnest goodfellowship?

What is it that causes them to cut the pucker strings of their straight laced business and professional dignity—which after all is often nothing more nor less than a sort of hypocrisy—and "open up" in generous good-fellowship, the great store of their own real loving personalities?

#### Spread of Its Influence

If it were possible to discover and isolate the *germ* of Rotary, so that we who are members of this wonderful organization might inject and inoculate into those with whom we come into daily contact, this free, reciprocal spirit of friendship and Rotary goodfellowship, what a glorious old world this would be!

And is this impossible? I think it is not. Already, in spite of the fact that Rotary is but a few years old, its influence is felt in many other organizations. This, of course, is only natural, on account of the careful selection of its membership of only such men who are prominently identified with their respective businesses or professions—men who are honored and respected in the community. It follows that you will find at the head, or very near the head, of the rosters of many of the other important organizations the names of Rotarians. Thus the contagious, jubilant, brotherly spirit of Rotary radiates into the sphere of nearly every social and commercial activity.

#### Compared with Others

If we compare for a moment the nature of Rotary's membership with that of other organizations to which we belong, we find that they are, in many instances, made up of perhaps the same men who compose this club, but who for some mysterious reason do not there respond to the touch of friendship and goodfellowship as they do in Rotary.

And how can they? Remember that in many of the other organizations—and this is not a criticism, only an analysis—you are not eligible



to membership unless you are either in some particular line of business, of some particular cast, nationality, or color, or you occupy some particular position, or you have some particular convictions or beliefs.

And so in other organizations to which we belong, usually there is a grouping together of men and minds that fit into the same mould, able to emit naught but the monotones of life's melodies and lacking the harmonies which add so much to its sweetness.

Not so with the Rotary club! Here you are eligible not because you are the *same*, but because you are *different* from the man who sits beside you. The greatest possible variety, every man in a different business, with a mind developed along a different line, a different definite object in life, different responsibilities; each with his peculiar business and professional nature; each a master in his respective line; each adding his particular ingredient in the proper amount to the complete compound; one the acid, the other the alkali; one the oxygen, the other the hydrogen; one the ordinate, the other the abscissa of that great smoothly flowing curve which rounds out into complete fullness the hyperbola of our intermingling lives; each giving expression to the fullness of the joy and peace of his fellow man.

#### Eagerness to Serve

No selfishness, no envy, no hatred, no malice, just a willingness and *eagerness* to serve. Just a Rotary club.

And so, in Rotary, we view with pride and satisfaction the growing tendency and desire to serve better, to criticize less, to be happier in our neighbor's success and sadder in his woes; and in which it is made easy for us to learn and practice those golden fundamental rules of love which in reality are but the buds and blossoms that eventually will ripen into the sweetest fruit of gladly, cheerfully, unselfishly "Doing unto others as we would have them do unto us."

The trouble has been that we have always tried the Golden Rule on our competitor and our enemy first, and when we have met with his heartless ingratitude, we have, for lack of a secure foundation of patience and love for him, cast to the winds the very pearls that would fill our treasuries with the wealth of an intimate, happy brotherhood.

#### Like a Master Musician

But after we have learned our lessons and have tasted of the fruits which come thru doing, and doing again, those things which add to and complete our desire to serve others; then will we be ready to reach out, not only to those whose paths lie parallel to ours, but to those whose paths cross and recross the uneven road to our own success.

Then, I believe the time will begin to come when men will cease to thrust the lance of selfish, unscrupulous, dishonest competition thru the hearts and souls of their honest competitors, and will find pleasure in lending to them a helping hand, an encouraging word, and a cheering smile.

And so I see this influence of Rotary as a great master musician, with his finger tips upon the keyboard of Rotary's individual membership, peeling forth that great andante of our intimately interwoven lives, swelling into the crescendoes of lively, enthusiastic, earnest effort, then to the retard of calm, quiet, studious deliberation; on down perhaps into the dirges of sympathy and love and kindness and tenderness and tears;

bursting forth again into the syncopation of merriment and joy and happiness and song; but always like the waves of a mighty ocean, in synchronous vibration, pushing back the mountainous rocks of hate and envy and jealousy, and paving the way with the softening sound of kindness and love for that onward march, under the blue and the gold, to realms of a universal, ever-lasting, God-given Peace.—B. L. Hulsebus, Rotary Club of Peoria, Ill.

#### What Rotary Means to Me

In almost all voluntary combinations of men the bond of union is similarity of interests or tastes. In a Rotary club, on the other hand, the bond of union is dissimilarity of interest. Thus a Rotary club is a replica of the community in which it is located, in a sense in which no other organization can claim to be. The Rotary atmosphere has that quality of vitality which inevitably results from the unlike coming into contact, and which is strengthened by the fact that each Rotarian unit must be a principal in the concern which he represents—in other words, a man who has already achieved success.

—Sparkhall Browne, Rotary Club of Dublin, Ireland.

#### What Is This Thing?

THERE is a phenomenon of life that makes its first appearance the moment life begins and never stops during consciousness as long as life lasts. That phenomenon is called "judgment" by the logicians.

Every act of life involves some form of judgment—a choice of one or the other course of action. If we are standing and decide to sit down, we have formed a judgment. So it is in simple or more complex form thru every relationship of life. Every note sounded on a piano by the most skillful performer involves two judgments—one to strike and another to release. It becomes automatic, of course, so that it would be impossible to trace the mental process, but it is there just the same.

So you who have recently or remotely become Rotarians have by that act formed a most monumental judgment. There are thru life for every man, two roads leading from the cradle to the grave. One is the high road that leads up over the hill tops where the outlook is broad and clear. The other is the winding way that gradually leads lower and lower until it finally makes its way thru the foothills and valleys where the sunlight is obscured and filtered thru overhanging moss and vines that make the going hard and unpleasant.

Somewhere in every life's journey the traveler comes to a parting of the ways where he must make a choosing—either a distinct mental struggle or unconsciously by the influence of his environment—and from the moment of that choice he will take his place either among those who aim at the loftier things or among those who are content to make a devious way around the obstacle and thru the by-ways and windings of the obscurer path.

#### The Choice

You men made your choosing, or had it made for you, some place away back yonder, so that you came to manhood's estate with the light of

better things shining thru your conduct of business and actuating your dealings. And now, be it yesterday, last month, or a year ago, you have accepted your election to the Rotary club. By that act you have raised your hand in a solemn pledge to stand as champion of the better things—countless tho they may be.

Here at this point in your life journey you have built a mighty monument as Joshua did at Shechem to be a constant reminder to his people that they had that day chosen whom they would serve. You have henceforth enlisted in service of an ideal encompassed in the one word Rotary. Wherever you go, this word, this monument, will have its influence on your conduct. It will stand with its head among the stars as a constant challenge to you to turn your back on the meaner things and set your feet on the path that leads men onward and upward.

It is not possible to set down here the scheme of life to which you have subscribed. If at the parting of your ways there is a question of chivalry in business, your choice is written on the monument. A little farther on there may be a temptation to benefit yourself at the price of needless detriment to your competitor. Your choice is voiced in the golden word Rotary.

You are not asked to take any spoken obligations. There are no secrets to be cherished. The men who conceived the idea that underlies Rotary saw something else in business relations besides the heartless grind for supremacy.

#### Finding a Hominess

They recognized that we are all inevitably committed to put forth our best efforts to gain what we may—in that there is nothing degrading. But along with that came the thought that with a common goal toward which we are all striving there must be many experiences in common, with much the same difficulties to be surmounted. They found that brotherly love was possible even in the stress of modern business and that exchange of thoughts turned many a thorn into a rose. To their amazement they came to see that the other fellow was more than half human, and before long the bars were let down and Mister came to be Bill and John and Jim.

When you have once come to the point where Mister Smith turns into plain Bill Smith, you can never again look on him as the same detached sort of being as before. He occupies a new place in your thinking. He has come close up, and you are cemented in bonds of friendship. You are pals. That's Rotary.

For all the years of your life you may have thought that business etiquette prescribed a certain dignity. It was often very convenient to hold a man at arm's length by some unnatural formality.

When you step into the ranks of a Rotary club, you will find a strange feeling of comfort—a hominess. Away back yonder you may remember with a warm glow some home where you always knew you could go any time and stretch your boyish feet out toward the fireplace and feel perfectly at ease. What that fireplace was to you as a boy, Rotary is to you as a man.

—The Rotary Smile, Dayton, Ohio.

#### Waiting

The children of the neighborhood had been greatly interested by the news of the arrival of a baby at the Joneses' and one of them put this question to little Willie Jones.

"What is your new brother's name?"

"They haven't found out yet," replied Willie. "He can't talk."—Harper's Magazine.

# News of the Rotary Clubs

WILLIAM H. BOOTH, RECENTLY ELECTED PRESIDENT of the Rotary Club of Shreveport, Louisiana, died very suddenly in Chicago at St. Luke's Hospital July 12. Rotarian Booth attended the Salt Lake Convention and then went on to the Pacific Coast. After returning home from the convention, Rotarian Booth started on a business trip to Grand Rapids and was forced to stop in Chicago for medical attention. He was a charter member of the club and a 33rd degree Mason.

PAST INTERNATIONAL VICE PRESIDENT, ROBBIE ROBERTSON, of Oakland, California, has returned from France where he was with the Y. M. C. A. He was a guest of the New York City Rotary Club after landing and told them some of his experiences.

ROTARIAN JAMES D. HAMMETT OF ANDERSON, South Carolina, has been elected president of the American Cotton Manufacturers' Association.

H. H. WATKINS, PRESIDENT OF THE ROTARY Club of Anderson, South Carolina, and president of the board of trustees of Anderson College for Women, has been nominated by President Wilson for the office of Federal Judge of the Western District of South Carolina.

WORD HAS BEEN RECEIVED OF THE DEATH ON June 21, of Rotarian Zeno K. Myers of the Rotary Club of Honolulu, Hawaii.

GUSTAVUS A. BLESCH, FIRST PRESIDENT OF THE Rotary Club of Menominee, Michigan, has presented to the public schools of the city an athletic field covering more than a block and a half and adjoining the high school building. The field is to be fully equipt with football field, tennis courts, running track, wading pool and a concrete stadium. It will be known as the Walton Blesch field, in memorial to Rotarian Blesch's son.

COL. CHARLES G. METTLER, DIRECTOR OF THE Troy (N. Y.) Rotary Club, was given a rousing send-off by employes of the Watervliet Arsenal and by the Rotary Club, when he left his duties as Executive Officer of the arsenal. Employes thank him for his efforts in their behalf and for helping them to develop an enduring spirit of loyalty.

ROTARIAN GEORGE S. LAIDLEY, ONE OF THE founders of the Rotary Club of Charleston, West Virginia, was sent to England to represent the state at the initiation of the Prince of Wales into Masonry. Laidley is Grand Master of the Grand Lodge of the state.

ROTARIAN RAY WARNOCK OF CHAMPAIGN, ILLINOIS, who was assistant dean of men at the University of Illinois, has accepted appointment as dean of men at Pennsylvania State College at Easton.

## Rotarian Flies for Business



Probably the first Rotarian to prove to his own satisfaction that the airplane has a distinct commercial advantage is J. N. Harvey. Rotarian Harvey is the wide-awake clothier member of the Vancouver (B. C.) Rotary Club. He also has a store in Victoria. Recently it was necessary for him to go to Victoria to confer with his manager there. But at the same time he had pressing business in Vancouver which would detain him until after the boat had left for Victoria.

So Harvey called on the Aerial League of Canada to help him out and found that he could fly to Victoria and also accomplish his Vancouver business. Then, just after the boat had left Vancouver there came a telegram ordering a rush

shipment of goods for Victoria. But how were they to be shipped? Rotarian Harvey decided that if he could fly over, he could just as well fly over with the goods. So he packed himself and about fifty pounds of merchandise into a plane and in an hour and three minutes the pilot landed him at Victoria.

The return trip was made in forty-four minutes, which is just one minute less than the record time. In addition to his satisfaction at being able to accomplish his business purposes, Rotarian Harvey's enthusiasm for the thrills of the trip and new scenic beauties led him to state that he was sure if people appreciated the beauties of such a trip they would be only too willing to pay the price of securing it.

THE CHAMPAIGN (ILLINOIS) ROTARY CLUB HAS lost two of its live members by the removal of Bert Nelson, a founder of the club, to Peoria and by the appointment of Charles Adams, pastor of the Presbyterian Church, as general secretary of the New Era movement of his church for the Mid-West, with headquarters in Chicago.

DEAN HIGGINS, VICE PRESIDENT OF THE TOLEDO (Ohio) Rotary Club, has been named chairman of the new Americanization Board of the city. The Board will have charge of preparing foreigners for citizenship and is planning to work on a big scale.

CHARLES JEROME EDWARDS, OF BROOKLYN, New York, has just retired after four years' active service as president of the Brooklyn Rotary Club. In that time the membership has grown from 28 to 328.

ROTARIANS WILL REGRET TO LEARN OF THE LONG illness of H. N. Bolton who was president of the London (England) Rotary Club during 1915. Older members of his own club remember Rotarian Bolton with especial regard because of the work which he did in getting the London club firmly on its feet thru a somewhat trying time in the club's development. For some time he has been unable to take a very active part in the work of the London club because of ill health.

ROTARIAN JOHN H. WILES OF KANSAS CITY, Missouri, did not return from his trip to Europe in time to get to the Salt Lake City Convention, much to his regret. He reports very interesting visits with the Rotary Clubs of London, Southampton, Glasgow, and Edinburgh, and says that the Edinburgh Club, backed by all the clubs in the British Association, is going after the 1921 Convention with the determination to secure it.

E. L. ROBINS, RETIRING PRESIDENT OF THE Hattiesburg (Miss.) Rotary Club, was given a fine traveling bag with his name and the Rotary





*Rotarians of Helena, Mont., Starting by Auto for Salt Lake City Convention.*

emblem on a name plate as an appreciation of his work during the past year.

“ROD” STEVENS, MEMBER OF THE CHICAGO Rotary Club, is the author of “*The Success Family*” which appeared on page 287 of the June issue of *THE ROTARIAN*. It was wrongly credited to *The Rotator*, San Diego, Calif.

MAJOR WALTER C. COLE, WHO WAS WITH THE 89th Division in France, member of the Detroit (Michigan) Rotary Club, has returned after an absence of over two years in the service.

ROTARIAN FRANK CODY OF DETROIT, MICHIGAN, has been elected superintendent of the city schools.

THE DAY JIM RISDON WAS TO BE INSTALLED AS president of the Rotary Club of Leavenworth, Kansas, the stork brought him a baby boy. An appropriate song was hurriedly composed by the wife of one of the club members, Mrs. R. B. Yoakum, and Jim was greeted with it, much to his surprise.

ROTARIAN ROBERT W. HILL, SECRETARY OF THE Salem (Massachusetts) Rotary Club since its organization, has been elected vice president of the club.

TWO MEMBERS OF THE ROTARY CLUB OF Mitchell, South Dakota, have returned from war service overseas. They are Dr. W. R. Ball and Dr. W. A. Delaney. The latter wired upon his arrival: “De Loused; De Mobilized; De Lighted; De Laney,” thus enlarging the famous trio into a quartet.

ROTARIAN E. J. FILIATRAULT, WHO WAS PRESIDENT of the Rotary Club of Duluth back in 1912 when the Convention met there, has recently been reelected to the position of president of his club. The old-timers in Rotary will all remember Ed.

SINCE HIS RETURN TO PORTLAND, OREGON, following the Convention, “Pete” Snedecor has announced the establishment of the law firm of Snedecor and Layman with offices in the Spalding Building.

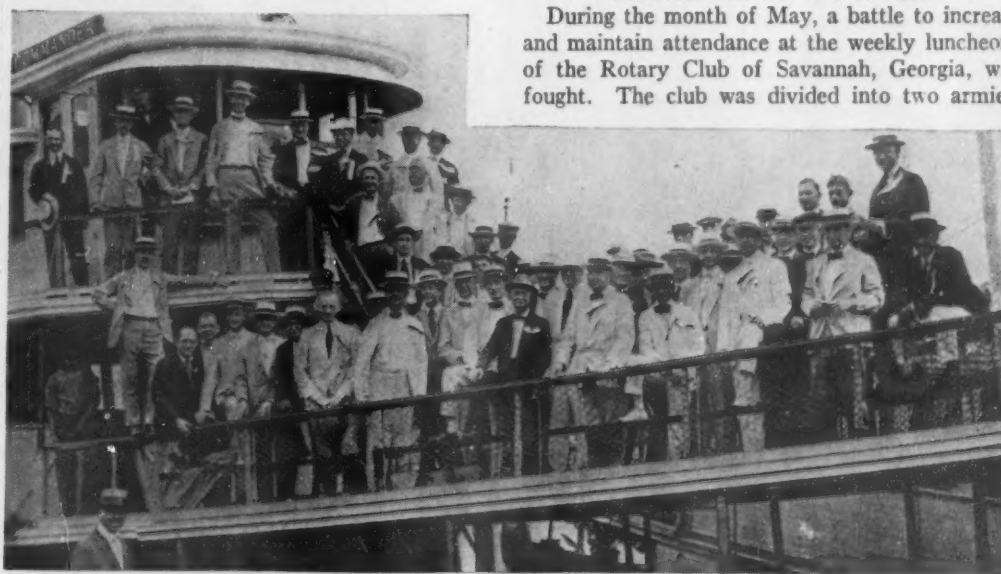
TWO MEMBERS OF THE ROTARY CLUB OF TROY, New York, have returned from overseas service with honors. Major Everett Pateman has the French War Cross, and Major Charles McArthur holds a citation for bravery from General Pershing.

ROTARIAN HOWARD S. KENNEDY, OF THE Cluett Peabody Company, Troy, New York, has announced that his company will give an increase in wages of ten per cent to employees.

ROTARIAN PEDRO F. SUAREZ IS A STAMP collector for pastime. He would like to correspond with some North American or British Rotarian who also is interested in this pastime. Rotarian Suarez is a manufacturer of shoes, but his firm would like also to represent some foreign manufacturer in some other line. His address is Calle Uruguay, 948, Montevideo, Uruguay.

PRESIDENT F. H. BOWEN OF THE KALAMAZOO (Michigan) Rotary Club was elected chairman of the Wholesale Grocers’ Section at Salt Lake City.

ROTARIAN VICTOR BOGAERT, OF LEXINGTON, Kentucky, has been decorated as a Knight of the Order of Leopold by King Albert for his services with the Belgian Relief Commission. On page 250 of the June, 1918, issue of *THE ROTARIAN* was published an account of Rotarian Bogaert’s visit to King Albert.



*Savannah, Ga., Rotarians Taking Boat Trip to Paris Island*

CHARLES CASON, MEMBER OF THE ROTARY Club of Nashville, Tennessee, has resigned as alumni secretary of Vanderbilt University and will serve as assistant to the administration of the Rockefeller Foundation.

ROTARIAN JOHN METEER OF LONG BEACH, California, is regional supply director of the Y. M. C. A. in France for the Brest area. Under his direction, a section of the biggest brewery in the city with the largest ice plant was taken over and now for some time has been turning out thousands of gallons of ice cream a day for the American soldiers and sailors.

#### BOYS’ CLUB CAMP

The Rotary Club of Troy, New York, gave \$300 to help maintain the annual camp of the Troy Boy’s Club at Berlin, New York. Troy Rotarians have been interested in this camp since its beginning, two years ago, and have given freely towards its maintenance. At least once during the season the club goes in a body to the camp to mingle with the boys.

#### HIGHLANDERS WELCOMED

The 85th Nova Scotian Highlanders were welcomed in June by the Rotary Club of Halifax. The regiment has a distinguished record. It is commanded by J. L. Ralston, a member of the Halifax club, who wears the V. C. and D. S. O. with bar.

The Halifax club has received its American flag from New York the presentation to the club being made by Rotarian Judge Ben Russell, who received it from the New York club.

#### ATTENDANCE CONTEST

During the month of May, a battle to increase and maintain attendance at the weekly luncheons of the Rotary Club of Savannah, Georgia, was fought. The club was divided into two armies,

one under General Jackson and one under Major Wheelless. The fight was fast and furious and the result was in doubt to the last. In the last charge, General Jackson’s forces won by two points. The percentage for the month was 89%. The losers stood treat for a steamer ride to Paris Island, the U. S. Training Camp for Marines, where the Rotarians were met by General Pendleton and his staff and a band. They were taken all thru the camp and an exhibition of training of Marines was given for them.

#### PASS THE BUCK STUNT

The Rotary Club of Joplin, Missouri, has put into use a clever idea for stimulating interest in

the magazine of Rotary which has been tried with considerable success. It is called "Pass the Buck." The chairman of the program for the meeting selects from the last issue of THE ROTARIAN five live subjects. Each is written on a separate slip of paper and under the subject is written the name of a member who has been selected to give a three-minute talk. As one of these slips is handed by the chairman to a member, that member passes the buck to the Rotarian who has been designated on the paper. The talks are supposed to be extemporaneous, but sometimes a timid member is given advance notice.

#### ORGANIZE BOY SCOUT WORK

For several years the Boy Scout movement in Newark, Ohio, had alternately flourished and faded, until June of this year found but one scout master and one lone troop of Scouts which had been held together. The scout master went to the Rotary club and told of the needs of the boys and the need for a summer camp and a trained man to take care of the boy work. The club organized for business and set out to raise \$16,000. In a week the fund was oversubscribed, the new Scout Commissioner was on the ground and the summer camp was in operation. This is going to benefit a thousand boys of the town and county.

### Illinois Get-Together Meeting at Kewanee

District Governor James O. Craig of Chicago, and former Governor Herbert Angster, also of Chicago, were on the program of a big get-together Rotary meeting in Kewanee during July. R. M. McClure represented International Headquarters. Galesburg, Rock Island, Moline, Peoria, Chicago and Bloomington were represented by large delegations. The Rotarians had luncheon together and then visited some of Kewanee's industries, after which a program of sports was put on at the Country Club. The most interesting feature was the boxing match between E. E. Baker, president of the Kewanee club, and Val Jobst, prominent Rotarian from Peoria. The decision went to the hard-hitting president of the Kewanee club. At the dinner in the evening talks were made by each of the presidents of the visiting clubs.



Rotarians E. E. Baker of Kewanee, Ill., and Val Jobst of Peoria, Having Bout at Inter-City Meeting at Kewanee.

#### BIRTHDAY PARTIES

For a number of years, San Antonio (Texas) Rotarians have furnished a big community Christmas tree for the children of the city. A new way to finance this undertaking has just been established. A series of birthday parties is being held, one a month. The July meeting was given over to those who had birthdays in July and January; the August party to those whose birthdays came in August and February, and so on. Each member, when his turn comes, donates five dollars plus ten cents for each year he has lived. The programs for the meetings are graded on the basis of donations collected, excellence of main event, percentage of eligibles taking part, uniqueness; and for every member in attendance over a certain number, one point will be added.

### Special Rotary Club Dining Room for Marinette, Wis.



The Marinette (Wisconsin) Rotary Club, organized less than a year ago, was not born with a silver spoon in its mouth, but it has a cradle for its infancy. The club has only 24 members, but this Spring the need was felt for a more satisfactory meeting place than the hotel dining room. A mystery committee, headed by Frank J. Lauerma of Lauerma Brothers company, took up the matter and, late in May, it was announced that the club meet-

ing would be held on a certain day at the Lauerma store. The members, all unsuspecting, were suddenly led into a part of the new addition, and the door opened on an exclusive Rotary club room, as shown in the picture, furnished with special devices of every kind for club comfort and equipment, beautifully decorated and with the official emblem of Rotary upon the wall. The entire club room had been built, equipped and furnished by the Lauerma Brothers company, adjoining their store restaurant, and the room, exclusively and freely given to the Marinette Rotary club, is as attractive as any Rotary meeting place.

—A contribution from Roger Andrews, one of the early wheel horses of Rotary, past president of the Rotary Club of Los Angeles, Calif., and for several years a high private in the Menominee (Mich.) club, just across the river from Marinette. Roger was largely instrumental in causing the organization of the Marinette club.

#### A LETTER FROM GOSPORT

When the Rotary Club of Gosport, England, received its charter of affiliation with the International Association, Secretary Sanders Rogers wrote to acknowledge it, and in his letter was some interesting information. He wrote:

"Our town is the smallest in England possessing a Rotary club, as our population does not exceed 32,000 people, but we claim a war record second, we think, to none. From one of our barracks alone, 1,800 men marched out never to return, and the gallant fighting men, the Royal Marine Light Infantry, who took part in the historic landing on the Zeebrugge Mole went out from our Gosport Depot. But our pride, we must acknowledge, was ever tinged with regret until that great day when your own Nation decided to join with us, hand-in-hand, shoulder-to-shoulder.

"Our admittance into the glorious fellowship of Rotary is a fitting climax to our hopes and our desires."

#### INTER-CLUB MEETING

The members of the Waxahachie (Texas) Rotary Club were hosts to the members and families of the Rotary Clubs of Fort Worth.

(Continued on page 152)

#### YPSILANTI ALLEY FESTA

The Alley Festa in Ypsilanti is something like it sounds. It is in the nature of a carnival, except that all the attractions are put on by local residents, and it is held in the alleys of the city. This prevents blockades of the city streets and at the same time forces a clean-up in the alleys at least once a year. The Alley Festa originated with D. L. Quirk, banker and prominent Rotarian, three years ago. The proceeds have been turned over to the Red Cross and to help finance the Liberty Loan drives. This year they are to be used for local patriotic and benevolent purposes. One of the big attractions for this year was the minstrel show put on by the Rotary Club.

#### MILK STATION FOR BABIES

Rotarians of Portland, Maine, were given an opportunity to see tangibly the results of the milk station conducted by the Portland Child Welfare Association for undernourished babies and also to see the urgent need of the continuance of the work. The pitiable state of the babies was only too evident and now every Rotarian has become a booster for the work which the Welfare organization is trying to do.





"I was astounded at my new power over men and women. People actually went out of their way to do things for me—they seemed EAGER TO PLEASE ME"

# The Secret of Making People Like You

"Getting people to like you is the quick road to success—it's more important than ability," says this man. It surely did wonders for him. How he does it—a simple method which any one can use instantly

ALL the office was talking about it and we were wondering which one of us would be the lucky man.

There was an important job to be filled—as Assistant-to-the-President. According to the general run of salaries in the office, this one would easily pay from \$7,000 to \$10,000 a year.

The main requisite, as we understood it, was striking personality and the ability to meet even the biggest men in their offices, their clubs and their homes on a basis of absolute equality. This the firm considered of even more importance than knowledge of the business.

YOU know just what happens when news of this sort gets around an office. The boys got to picking the man among themselves. They had the choice all narrowed down to two men—Harrison and myself. That was the way I felt about it, too. Harrison was big enough for the job and could undoubtedly make a success of it. But, personally, I felt that I had the edge on him in lots of ways. And I was sure that the firm knew it, too.

Never shall I forget my thrill of pleasure when the president's secretary came into my office with a cheery smile, looked at me meaningfully, handed me a bulletin, and said, "Mr. Frazer, here is the news about the new Assistant-to-the-President." There seemed to be a new note of added respect in her attitude toward me. I smiled my appreciation as she left my desk.

At last I had come into my own! Never did the sun shine so brightly as on that morning, and never did it seem so good to be alive! These were my thoughts as I gazed out of the window, seeing not the hurrying throngs, but vivid pictures of my new position flashing before me. And then for a further joyous thrill I read the bulletin. It said, "Effective January 1, Mr. Henry J. Peters, of our Cleveland office, will assume the duties of Assistant-to-the-President at the home office."

PETERS! Peters!—surely it could not be Peters! Why, this fellow Peters was only a branch-office salesman. Personality! Why, he was only five feet four inches high, and had no more personality than a mouse. Stack him up against a big man and he would look and act like an office boy. I knew Peters well and there was nothing to him, nothing at all.

January the first came and Peters assumed his new duties. All the boys were openly hostile to him. Naturally, I felt very keenly about it, and did not exactly go out of my way to make things pleasant for him—not exactly! But our open opposition did not seem to bother Peters. He went right on with his work, and began to make good. Soon I noticed that, despite my feeling

against him, I was secretly beginning to admire him. He was winning over the other boys, too. It wasn't long before we all buried our little hatchets and palled up with Peters.

The funny thing about it was the big hit he made with the people we did business with. I never saw anything like it. They would come in and write in and telephone in to the firm and praise Peters to the skies. They insisted on doing business with him, and gave him orders of a size that made us dizzy to look at. And offers of positions!—why, Peters had almost as many fancy-figure positions offered to him as a dictionary has words.

WHAT I could not get into my mind was how a little, unassuming, ordinary-to-look-at chap like Peters would make such an impression with everyone—especially with influential men. He seemed to have an uncanny influence over people. The masterly Peters of today was an altogether different man from the commonplace Peters I had first met years ago. I could not figure it out, nor could the other boys.

One day at luncheon I came right out and asked Peters how he did it. I half expected him to evade. But he didn't. He let me in on the secret. He said he was not afraid to do it because there was always plenty of room at the top.

What Peters told me acted on my mind in exactly the same way as when you stand on a hill and look through binocular glasses at objects in the far distance. Many things I could not see before suddenly leaped into my mind with startling clearness. A new sense of power surged through me. And I felt the urge to put it into action.

Within a month I was getting remarkable results. I had suddenly become popular. Business men of importance who had formerly given me only a passing nod of acquaintance suddenly showed a desire for my friendship. I was invited into the most select social circles. People—even strangers—actually went out of their way to do things for me. At first I was astounded at my new power over men and women. Not only could I get them to do what I wanted them to do, but they actually anticipated my wishes and seemed eager to please me.

One of our biggest customers had a grievance against the firm. He held off payment of a big bill and switched to one of our competitors. I was sent to see him. He met me like a cornered tiger. A few words and I calmed him. Inside of fifteen minutes he was showering me with apologies. He gave me a check in full payment, another big order, and promised to continue giving us all his business.

I could tell you dozens of similar instances, but they all tell the same story—the ability to make people like you, believe what you want them to believe, and to do what you want them to do. I take no personal credit for what I have done. All the credit I give to the method Peters told me about. We have both told it to lots of our friends, and it has enabled them to do just as remarkable things as Peters and I have done.

BUT YOU want to know what method I used to do all these remarkable things. It is this: You know that everyone does not think alike. What one likes another dislikes. What pleases one offends another. And what offends one pleases another. Well, there is your cue. You can make an instant hit with anyone if you say the things they want you to say, and act the way they want you to act. Do this and they will surely like you, and believe in you, and will go miles out of their way to PLEASE YOU.

You can do this easily by knowing certain simple signs. Written on every man, woman and child are signs, as clearly and as distinctly as though they were in letters a foot high, which show you from one quick glance exactly what to say and to do to please them—to get them to believe what you want them to believe—to think as you think—to do exactly what you want them to do.

Knowing these simple signs is the whole secret of getting what you want out of life—of making friends, of business and social advancement. Every great leader uses this method. That is why he is a leader. Use it yourself and you will quickly become a leader—nothing can stop you. And you will want to use it if for no other reason than to protect yourself against others.

WHAT Peters told me at luncheon that day was this: Get Dr. Blackford's "Reading Character at Sight." I did so. This is how I learned to do all the remarkable things I have told you about.

You have heard of Dr. Blackford, the Master Character Analyst. Many concerns will not employ a man without first getting Dr. Blackford to pass on him. Concerns such as Westinghouse Electric and Manufacturing Company, Baker Vawter Company, Scott Paper Company and many others pay Dr. Blackford large annual fees for advice on dealing with human nature.

So great was the demand for these services that Dr. Blackford could not even begin to fill all engagements. So Dr. Blackford has explained the method in a simple seven-lesson course entitled "Reading Character at Sight." Even a half-hour's reading of this remarkable course will give you an insight into human nature and a power over people which will surprise you.

Such confidence have the publishers in Dr. Blackford's Course, "Reading Character at Sight," that they will gladly send it to you on approval. Send no money. Merely fill in and mail the coupon. The complete course will go to you instantly, on approval, all charges prepaid. Look it over thoroughly. See if it lives up to the claims made for it. If you do not want to keep it, then return it, and the transaction is closed. And if you decide to keep it—as you surely will—then merely remit Five Dollars in full payment.

Remember you take no risk, you assume no obligation. The entire course goes to you on approval. You've everything to gain—nothing to lose. So mail the coupon NOW, while this remarkable offer remains open.

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Publishers of The Independent Weekly

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You may send me Dr. Blackford's Course of seven lessons entitled "Reading Character at Sight." I will either remit the course to you within five days after its receipt or send you \$5 in full payment of the course.

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Rotarian—9-19



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## BUFFALO BRAND Salted Peanuts— the Nut Supreme—

are from Virginia's selected Jumbo Stock—Blanched—and put up by Special Process which gives them delicious flavor and prevents their spoiling.

### Buffalo Brand Salted Peanuts

are handled from coast to coast to great advantage by WHOLESALE Confectioners, Grocers, Druggists and Cigar Dealers. If interested ask for samples and detailed information for the Jobbing trade.

**Address F. W. KING (Rotarian),**  
308 St. James Building  
JACKSONVILLE, FLA., U. S. A.

## YOU ARE INTERESTED in the doings of BRITISH ROTARY CLUBS!

You heard at Kansas City what your British Brothers are doing. Keep your knowledge up to date by reading

## "THE ROTARY WHEEL"

*The Magazine of British Rotary*

Subscription Two Dollars a Year—Commencing Any Time

Send your name and address and two dollars to Frank R. Jennings, I. A. of R. C., office 910 Michigan Ave., Chicago, Ill. He will forward them.

By placing your advertisement in "The Rotary Wheel," you will appeal directly to 2500 of the leading British and Irish manufacturers, jobbers, retailers. You could not choose a better medium. Rates moderate. Obtainable from Frank R. Jennings (address as above) or direct from Thos. Stephenson, Sec'y British Association of Rotary Clubs, 6 So. Charlotte St., Edinburgh, Scotland.



### Rotary Emblems for Offices or Window Displays

6½ inches diameter Metal Wheels, enameled on a dark Oak Shield.

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EUGENE LEFEVRE, 892 Broad St., NEWARK, N. J.

All kinds of Coats of Arms carved to order.



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your eyes to the business possibilities in Porto Rico and the Virgin Islands.

If you wish to take advantage of these markets, send samples and descriptive matter direct.

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OUR SPECIALTY

U. S. Flags—All Sizes—Qualities and Prices.  
Badges and Banners. Send for catalog.

**GEO. LAUTERER CO.**  
222 W. Madison St., Chicago, U.S.A.

## Rotary Club News

(Continued from page 150.)

Dallas, Waco, and Cleburne, for a picnic on the afternoon and evening of July 29. The Waxahachie Lone Star band gave a concert during the afternoon, and the guests enjoyed games and dancing. J. B. Graham of the Waxahachie club presided at the picnic supper. Talks were made by Bob Sullivan of the host club, President Evans of the Fort Worth club, Robert Thornton of the Dallas club, and Dr. Brooks, president of Baylor University, member of the Waco club. The meeting was such a success that it was voted to make it an annual affair, the towns taking turns as hosts.

### INTERNATIONAL ROTARY ROOM

At the opening of the new home for the Victorian Order of Nurses the Halifax Rotary Club and their ladies inspected the "International Rotary Room." This room, the living room, was furnished with a part of the International Rotary fund to Halifax Explosion Relief and is a credit to all concerned. Rotary laid the hardwood floor and carpet, placed the easy chairs and other furniture, the fine Victrola and the splendid ebony clock which bears the inscription, "International Rotary Room."

### MORE ROTARY GOLD STAR MEN

Since the publication in the July issue of the list of Rotarians who have given their lives in service to their countries, information has been received of names that should have been on the Rotary Gold Star Roll of Honor.

Rotarian Elmer Stanley Terhune, Peoria, Ill., whose home town was Newark, N. J., artillery service in the United States Army, was killed in action in France October 8, 1918.

Captain James G. Ellis, member of the Rotary Club of Denison, Texas, killed July 2, 1918, at Chateau-Thierry. Captain Ellis organized and commanded a unit in the medical corps.

### BUSY YEAR IN SHAWNEE

"Chug," the publication of the Rotary Club of Shawnee, Oklahoma, summarizes the activities of the club for the past year. Among the several worth-while things accomplished are:

Increase of club attendance from 60-68 per cent to 86 per cent.

Canteen built and donated to Red Cross.

Constructive program for boys' work.

Municipal hospital boosted.

Movement for building Y. M. C. A.

### FLAG PRESENTATION

The Ottawa (Ontario) Rotary Club had a very inspiring meeting when the American flag given by New York City Rotary was presented to the club. At the same time a Union Jack was given to the club by one of the members. The history of the two flags was given briefly and the potency of their united folds was suggested.

### LADIES' NIGHT

The first ladies' night of the Rotary Club of Hastings, Nebraska, was held during August. There was all the fun and frolic that usually characterizes these occasions in Rotary, and in addition a fine address on the boy question by Dean Taylor of St. Mark's Cathedral. In the course of his remarks he complimented the Rotarians for their work in helping boys and girls to

(Continued on page 156.)



# Untiring

Says the Petry Express & Storage Co., of Trenton, N. J.,

*"We have been using four SERVICE Trucks in the hardest kind of work for several years and find them equal to any task."*

Untiring, day-in-and-day-out service—the ultimate test that every truck must meet—the user's test—is the record of performance that owners invariably speak of in their recommendations of SERVICE Trucks.

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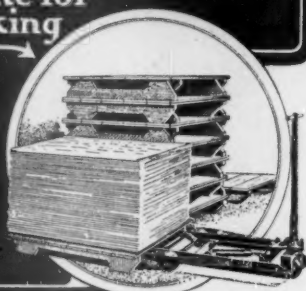
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Correspondence invited.

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Cincinnati is a leading manufacturing community of America because it has the splendid combination of Dependable Power, an easily available supply of raw materials and an unusually advantageous location as a shipping center.

Dependable Power is supplied by our new ten million dollar plant to the manufacturer cheaper than he can make it himself or buy it from central stations in most other cities.

Raw materials in tremendous quantities lie within a few hours distance. Situated with three-fourths of the buying public of the United States inside of a five hundred mile radius, Cincinnati is a shipping center with excellent distribution advantages.

Correspond with our Commercial Department. They will gladly provide you with a store of important information regarding the tremendous advantages Cincinnati offers your particular industry. Let them aid you in solving your power problems.

## The Union Gas & Electric Company

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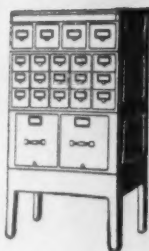


# Cincinnati

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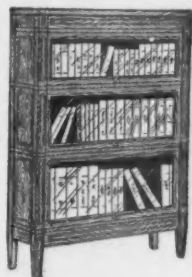
### Sectional Filing Cabinets Wood and Steel.



Fitted with interchangeable filing devices of every description; letter files, card index files, roller shelves, drawers, clothes cupboards. The standardized equipment for holding letters, cards, clippings, catalogs and business papers. All sizes and finishes. Send for catalog.

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CINCINNATI

We've learned a lot from Rotary  
Including the generous sharing of

**Rotary Hospitality! Rotary Cooperation!**  
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## HOTEL SINTON

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Management, Rotarian John L. Horgan

## Hall's Safe Company

Sole Manufacturers of

### Hall's Patent Safes

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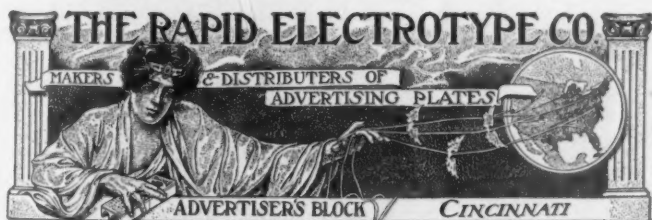


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CINCINNATI - - - OHIO



W. H. Kaufmann, President and Treasurer, Rotarian

## Spinning Like a Gyroscope

is the only simile that fits the progress  
for six months of

## The Cincinnati Enquirer

From January 1 to July 1, 1919,  
The Enquirer

gains 1,306,802 lines of advertising

over the same period in 1918, or

An increase of 38½%

Other Cincinnati newspapers gained :

First Evening Paper 25.7%  
Second Evening Paper 25.6%  
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The Howard System mile post sign service costs  
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Address **KENNETH HAUER, Rotarian,**  
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## MEMORIALS IN STONE AND BRONZE

In shaping your plans for an appropriate memorial, no matter what the nature, you will find our suggestions of great value.

Our service, knowledge, and designing skill, gained by years of experience, are at your disposal without obligation.

JUST WRITE TO

Rotarian **CARL E. NORD**  
305 METROPOLITAN BLDG.  
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REPRESENTING

Jas. H. Matthews & Co. G. Moretti  
PITTSBURGH, PA. AMERICAN  
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Rotarian George C. Brown,  
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## Hotel Martha Washington (Woman's Hotel)

29 East 29th St., (near Fifth Ave.)  
NEW YORK

Extends a cordial invitation to the wives, daughters and women friends of fellow Rotarians to stop at his hotel when visiting the metropolis unaccompanied.

There are 500 spotless rooms. Rates \$1.50 per day and up. For parties of five or more a large room at \$1.00 per day per person. A special feature is our excellent Table d'hôte luncheon at 40 cents; dinner at 50 cents.

Comfort, Convenience and Protection, all important to the woman traveler in the metropolis, are found at the Martha Washington in their highest degree.

Illustrated booklet, "Who's Who," giving the names and vocations of 227 New York women, sent Free.

## Rotary Club News

(Continued on page 152)

enjoy camp life at some nearby lakes, and for their pledge to support educational and recreational improvements for the youth of the community.

### "OUR JOHNNIE"

When Rotarian John S. Donald returned from service in France, he was given a great welcome by his fellow members of the Madison (Wis.) Rotary Club. Charley Whelan had the following song (to the air of "Our Bonnie") ready to fit the occasion:

*Our Johnnie was over the ocean;  
Our Johnnie was over the sea;  
His feet got a Frenchified notion  
Which could not with Johnnie agree:  
So, back; so, back; he brought his feet over the sea, you see;  
Tho sore, no more they'll wiggle the French tra-la-lee.  
John Donald, for you we are yearning;  
John Donald, we've waited for you;  
We feared over there you'd be learning  
To live in the style "parley-vo."  
So, John; our John; back to our daily hum-drum you've come;  
And now, we vow we'll shut off your champagne and rum.  
The Lily of France may attract you;  
Its frogs be the biggest you've seen;  
But, John, as a Yank we have backt you,  
As well as the blithe army bean.  
Ah, there! "Somewhere in France" they have bidden adieu to you:  
Oh, boy! What joy! Our John and the bean have pulled thru!  
We surely, John, sorely have mist you;  
And slow have been running the days!  
We feared that some Frenchman had kist you  
To the tune of the old Marseillaise!  
Heigh, Ho! You know Rotary's going it yet, you bet!  
Don't fear! They're here! The fellows who never forget.  
A right royal welcome we're giving!  
John Donald, we're welcoming you!  
Now life will again be worth living  
At home with the Red, White and Blue!  
Bright flag! Right flag! Wave in your glory so gay, this day!  
Don't sigh! Don't cry! But cheer with a Hip! Hip! Hooray!*

### ART EXHIBIT HELPS FUND

The Kirksville (Mo.) Rotary Club put on a combination "drive" at the time of the Salvation Army financial campaign—the other part being for a memorial to the Adair county men who died in service on the other side. Results were not up to expectations and the president of the club, Dr. George A. Still, who is president of the American School of Osteopathy, arranged an art exhibit in his home to provide for the balance that was needed. Some of the splendid paintings shown belong in Dr. Still's own collection and a number were secured from Chicago for the occasion. A small admission fee was charged, and, in addition to one-half of the price of such pictures as were sold, was given to the fund. Financial returns were satisfactory.

### KIWANIS CONGRATULATES ADAMS

The following is a resolution adopted by the Kiwanis Club of Atlanta, Georgia:

Whereas, The International Association of Rotary Clubs in convention assembled in Salt Lake, Utah, unanimously elected Mr. A. S. Adams of this city, President, and

Whereas, The Kiwanis Club of Atlanta and the citizens thereof deeply appreciate the compliment

## Every WURLITZER Musical Instrument The Standard of the World

### WAREROOMS

New York, N. Y.	Chicago, Ill.	Cincinnati, Ohio
Albany, N. Y.	Boston, Mass.	Buffalo, N. Y.
Columbus, Ohio	Cleveland, Ohio	Darien, Ohio
Detroit, Mich.	Hamilton, Ohio	Ironton, Ohio
Kansas City, Mo.	Louisville, Ky.	Middletown, O.
Milwaukee, Wis.	Philadelphia, Pa.	Piqua, Ohio
Pittsburgh, Pa.	Rochester, N. Y.	St. Louis, Mo.
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Wurlitzer Factories, North Tonawanda, N. Y.



## Pantlind Hotel

550 Rooms European Plan  
A Perfectly Appointed Modern Hotel  
Delightful Atmosphere—Maximum  
of Comfort at Minimum Cost

### Pantlind Hotel Company

Operators  
Grand Rapids, Michigan  
Fred Z. Pantlind, Rotarian

Houston, Texas

## Hotel Rice

B. B. MORTON, Mgr., Rotarian  
Rotary Club Luncheons held here Thursdays, 12:15.  
Visiting Rotarians Welcome.

Salt Lake City, Utah

## Hotel Utah

GEO. O. RELF, Gen. Mgr., Rotarian  
Rotary Club Luncheons held here Tuesdays, 12:15  
Visiting Rotarians Welcome

Lexington, Ky.

## Hotel Phoenix

JOHN G. CRAMER, Sec., Rotarian  
Rotary Club Headquarters. Luncheon Thursdays, 12:30  
Visiting Rotarians Welcome

Joliet, Ill.

## Woodruff Inn

ROBERT F. McROBERTS, Mgr., Rotarian  
Visiting Rotarians Always Welcome.



# Grand Rapids



## The City of Industry



**"Victor"  
Metal  
Basket**

### Nothing Falls Through

The "Victor" is made to keep the dirt inside. Hold it up to the light—not a crack, perforation, or any kind of an opening can be seen. The sides and bottom are of solid steel and tightly welded together. No dirt or scraps can work out of a "Victor" on to the floor. "It has rubber corners." "Victors" dress up an office; they keep it neat and tidy in appearance.

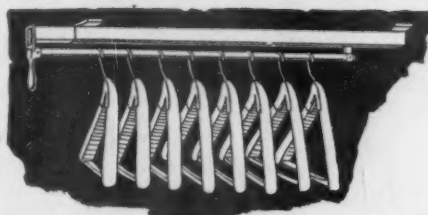
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Grand Rapids, Michigan

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Rotarian



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Space Saving—Sanitary—Practical

These exceedingly popular garment carriers provide the most sanitary and practical method of keeping wearing apparel. They keep garments in perfect shape and save greatly in closet space. With them your closets can be kept more orderly and neat. With a single pull of the telescope slide the whole line of garments are brought out into the light of the room for selection or airing.

Nuway Garment Carriers are easily installed. Nothing needed but a screw-driver and a few screws. We furnish the screws.

Made in various sizes to fit all requirements. When ordering mention size of closet.

**KNAPE & VOGT MFG. COMPANY**  
Grand Rapids, Michigan  
E. J. Vogt, Rotarian

### STEEL CUPBOARDS



Adaptable in all offices for Records, Stationery, Office Supplies, Tools, etc. Has adjustable shelves with or without Vertical Dividers. Service and Superior Quality, at reasonable prices. Also a complete line of Steel Lockers, Wardrobes and Shelving. Write for catalog.

*A. C. Terrell*  
Rotarian

**TERRELL'S  
EQUIPMENT  
COMPANY  
GRAND RAPID  
MICHIGAN**



### Merchandise the New Way

Here, at 42nd and Broadway, New York, one of the busiest corners in the world, efficiency is the greatest factor in handling business of such vast proportions.

Brokaw Brothers, having adopted the New Way method of merchandising, after a thorough investigation, experienced a surprise in the manner in which business could be handled at this corner. The result was, they not only handled more customers but accomplished it with greater ease and accuracy.

This tremendous increase in volume coupled with a large decrease in overhead has made Brokaw Brothers very ardent supporters of the New Way methods.

This same result can be accomplished in your store, regardless of the location, if it's handled by the New Way Method.

**Grand Rapids Show Case Company**  
Grand Rapids, Michigan

Branch Factory: LUTKE MFG. CO., Portland, Ore.

Branch Offices and Salesrooms:  
NEW YORK CHICAGO  
1465 Broadway at 42nd St. 215 S. Market St.  
PITTSBURGH ATLANTA  
996 Union Arcade Bldg. 431 Candler Bldg.  
KANSAS CITY (Mo.) DALLAS  
607-08 Ridge Bldg. 401 Insurance Bldg.

Licensed Canadian Mfrs.:  
JONES BROS. & CO., Ltd., Toronto, Canada

# Hotels Statler

<b>BUFFALO</b> 450 Rooms 450 Baths	<b>DETROIT</b> 1000 Rooms 1000 Baths
<b>CLEVELAND</b> 1000 Rooms 1000 Baths	<b>ST. LOUIS</b> 650 Rooms 650 Baths

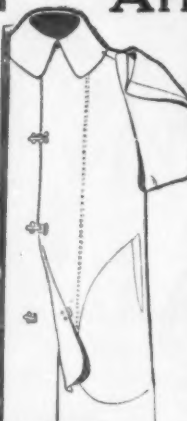
**Rotary Hotels**

Every room has private bath, circulating ice-water and other unusual conveniences. Morning paper delivered free to every bedroom. Club breakfasts.

## Hotel Pennsylvania

New York—Statler-operated  
The Largest Hotel in the World  
2200 Rooms 2200 Baths  
Seventh Ave., 32nd to 33rd Sts., opp. Pennsylvania Terminal  
Roy Carruthers, Resident Manager

### Civilians Buy Army Raincoats



from Govt. Contractors far below actual value because the Army no longer has need of them.

The one type of raincoat accepted by the Government as sanitary as well as waterproof. NO WET CAN GET THROUGH—hermetically cemented, interfitting fly front (triple protection); adjustable fastenings around wrists; storm collar with storm tab; pockets with extra slit to reach inner garments without opening raincoat. NO MOISTURE CAN FORM INSIDE COAT—ventilation holes in back concealed by extra yoke, giving cape effect. As illustrated, \$7.50 postpaid, insured.

**7.50**  
POSTPAID

**Officer's Double-Breasted Models**  
with inverted pleat down back and all-around belt with buckle; convertible collar; patch pockets with flaps; wrist fastenings with buckles; ivory buttons.  
Disposal price.....(Postpaid, insured) **\$12.00**

When ordering, inclose price and state chest measurement. If not entirely satisfactory, money refunded without question.

**THE PEERLESS CO., (Gov't Contractors)**  
80 Branford Place, Newark, N. J. Dept. 1047


### TRUSTEE'S MORTGAGES

**SECURED** by first lien on Real Estate yielding 6% with absolute safety. Interest paid semi-annually at the office or bank of note holder anywhere in United States.

**WRITE** for particulars, stating approximately the amount of funds available for investment.

**CHAS. G. WOODBRIDGE**  
ROTARIAN, REALTOR  
44 Central Avenue LYNN, MASS.


### When You Order Your Next Suit—



insist that it is interlined with **ABSOLUTE Hair Cloth**. The illustration shows a coat over two years old, note the smooth, soft roll effect of the collar and front. Then too—you'll not be annoyed with "needle pricks" in the arm pits for in

**ABSOLUTE Hair Cloth**  
"The Hair Can't Work Out"

**GEO. S. COX & BRO.**  
Inc.  
Sole Makers of  
**ABSOLUTE Hair Cloth**  
Cambria and Ormes Street  
PHILADELPHIA



Depository of U. S. A. of R. C.

### OUR FISCAL AGENCY

will serve you as  
Custodian Accountant Secretary Treasurer

thus enabling you to devote your full time to your business or profession.

Write for explanatory booklet  
"The Fiscal Agent"  
Trust Department

**UNION TRUST COMPANY**  
Madison and Dearborn Streets, Chicago

paid them in the election of Mr. Adams, therefore, be it

*Resolved, First, That the Kiwanis Club of Atlanta express to Mr. Adams their pleasure and delight in his election as International President of the Rotary Clubs and extend to him by this resolution our sincere congratulations.*

*Resolved, Second, That copies of this resolution be sent to Mr. Adams and to the Secretary of the International Rotary Clubs, and also that a copy be spread upon the minutes of the Atlanta Kiwanis Club.*

#### FOREIGN-BORN GUESTS

Six foreign-born citizens were special guests of the Rotary Club of Sault Ste. Marie, Ontario. One was the Italian consul, and there was a Finn, a Russian Hebrew, and an Ukrainian. The purpose was to start a campaign of acquaintance between all citizens, both native and foreign-born. The guests told something of the conditions in their native lands which led them to seek the opportunities of the New World. As one of them put it, they "grabbed at the liberty which you prize so lightly." All of them pledged their help to bring together the citizens of the Sault into one friendly community. The Rotary club is receiving much favorable comment for its recognition of this important work right at hand.

#### COMMUNITY ATHLETICS

Anderson (South Carolina) Rotarians are promoting the consolidation of all the athletic interests of the city. A community service house is being planned to be located at the new recreation and golf grounds on the edge of the city. Rotary is bringing together four organizations, the Boy Scouts, Athletic Association, American Legion, and the Golf Club, which shall, under a board of directors, manage and control the property. Within this consolidation the Boy Scout movement will be fostered and enlarged and the men who have been in their country's service will find opportunity for a happy, healthful leisure, and to aid in this positive force for an affliating reconstruction.

#### RUNS OFFICERS' CLUB

A club for officers in Baltimore has been in operation by Rotarians of that city since the first of February. The Rotary club took this work over for the War Camp Community Service and has been complimented for its fine work by the community service officials. Every week a committee of Rotarians is appointed to perform all the tasks connected with the running of the club, and every night of the week, including Sundays, one or members are on duty at the club rooms.

#### BOOST YOUR HOME TOWN

A recent meeting of the Rotary Club of Valdosta, Georgia, was given over to finding out how much the members really knew about the town and how well they were qualified to boost it. Questions regarding the resources of the town and county, the beginnings of the town, and other important facts were asked, and much interesting information was uncovered.

#### TAX DISPUTE ADJUSTED

On account of a violent disagreement between the State Tax Commission of Kentucky and the authorities of Fayette County in regard to the valuation of real estate in the county, the Rotary Club of Lexington (the county seat) held a special night meeting to which the members of the State Tax Commission and the county authorities were



invited. The matters in controversy were debated at this meeting, with the result that the dispute was amicably adjusted, much ill feeling was allayed, and litigation with its consequent delays and costs was prevented.

#### INTERNATIONAL OUTING

The Rotary Club of Niagara Falls, New York, was host to other clubs of the Fourth District at a feature field day, held on Goat Island. Several hundred Rotarians, their wives and friends came from Toronto, Hamilton, and Brantford on the Canadian side, and from Buffalo, Lockport, Rochester, Tonawanda on the American side.

There was a baseball game in the morning, and the different clubs put on stunts in the afternoon. The Toronto Rotarians staged a horse race with bookmakers and all the rest, riding hobby-horses. In the midst of the excitement, officials appeared and arrested the bookmakers and a mock trial was held. The Falls Shredded Wheat band and a piper's band from Toronto furnished music.

Governor Kelley, Rotarian Botsford of Buffalo and Rotarian Stiles of Ottawa, made talks. The frolic wound up with a dinner dance at the Clifton Hotel on the Canadian side.

#### SUN PARLOR FOR WARDS

Thru the efforts of Milwaukee (Wisconsin) Rotarians, patients in some of the wards at the U. S. General Hospital at Fort Sheridan, near Chicago, are enjoying the sunshine and its healing qualities. Lieut. John McNary, a member of the Milwaukee club, is in charge of these wards and at his suggestion his fellow Rotarians have completely furnished a big sun parlor for the soldiers. Lots of ferns and potted plants and wicker furniture make the place attractive, and for good measure, there are bowls of goldfish and cages of canaries.

#### A ROTARY PRAYER

At the anniversary meeting of the Rotary Club of Nashville, Tennessee, the following prayer composed by Rotarian the Right Reverend Thomas F. Gailor was used:

"Almighty God, our Heavenly Father, Who hast taught us that love for Thee and love of our neighbor are the two great Commandments, we give Thee humble thanks for the blessings Thou hast bestowed upon the Rotary clubs of the world in their endeavor to promote good will and to render service. And we pray Thee to continue Thy blessings and to prosper our work; and so to guide us that we may be of genuine worth, not alone thru precept, but by exemplary practice, to our several communities, to our nation, and to the world at large."

#### LIBRARY FOR STREET BOYS

The Boys' Club in the basement of the Y. M. C. A. has had its library swelled considerably thru the efforts of Atlanta (Ga.) Rotarians. Realizing that any kind of books wouldn't do at all, the club asked Kendall Weisiger to select the books. There are the red-blooded stories which real boys like, and some histories and biographies, as well as books for the boys interested in mechanical things. That the boys are grateful and interested is shown by the number of them in the club room after their day's work is over.

#### SEE WOOD PULP SILK MADE

When President Joe Turner made his report of the Salt Lake City Convention, Roanoke (Va.)

Rotarians were given the interesting privilege of watching the process of wood pulp being transformed into glossy silk strands, ready for loom or knitting machine. Harry C. Neren was the host, and the scene was the enormous plant of the Viscose Company. Technical and accounting staff men of the plant served as conductors of groups of members, following the process from beginning to end and explaining each step. Few have such privileges, as the process is semi-secret. Following the tour, dinner was served in one of the employees' dining halls. The plant proved a model of industrial completeness.

#### ROTARY INCREASE PRODUCTION

When the U. S. Government sent out its appeal thru the country for increased food production

during 1918, the County Food Administrator for Plymouth County (Mass.) brought the matter to the attention of the Rotary Club of Brockton. The club considered what it could do and finally formed the Rotary Club Food Guarantee Association, incorporated as a non-profit sharing organization.

The plan was to guarantee a fixed price for the three staples—corn, beans, and potatoes. The corporation was financed by subscription among public-spirited citizens who gave notes to be used as collateral to borrow the necessary money. In addition, the subscribers agreed to bear a pro rata charge for expenses in carrying on the organization.

A competent man was secured to work among



## Low-Cost Hauling

EVERY prospective motor truck buyer asks, "Where can I get the most mileage for my money?"

A motor truck is a serious investment. To pay satisfactory dividends it must spread its service over a period of years on a low-cost operating basis.

The International Motor Truck is a complete answer to the question. It has earned the confidence and endorsement of business men who insist on getting a load to its destination with least expense in shortest time.

## INTERNATIONAL MOTOR TRUCKS

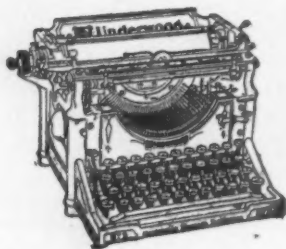
are an example of what can be accomplished by nearly a century of specialized mechanical skill and knowledge, alert to every opportunity to increase efficiency and to lower operating cost.

There is a size and style of International Motor Truck to meet almost every hauling requirement. With every International goes the kind of service business men want and appreciate. A letter will bring you full information promptly.

#### Motor Truck Department

INTERNATIONAL HARVESTER COMPANY OF AMERICA  
Chicago (Incorporated) U S A

## Why Buy a Typewriter Because Someone Says It Is



**"JUST AS GOOD" as the  
UNDERWOOD**

*Buy the Machine which is the  
Standard of Quality*

**SPEED—ACCURACY—DURABILITY**



**S**NAP SHOT photograph of our famous American Coaster Slide in action. Will take care of one hundred and twenty-five children per minute and is a whole playground in itself. It is manufactured by the only Rotarian in the world who manufactures Playground apparatus. Write for large illustrated catalogue of every kind of apparatus.

### American Playground Device Company

W. W. Huffman, Sec. & General Mgr.  
Anderson Indiana



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### BURKE GOLF

*Have You  
Tried the  
New  
Burke*

### VICTORY CLUB?

It's a winner. Note the new principle of weight distribution which spreads the load over the entire sole of the club. See this at your dealer's.

#### Harry Vardon Says:

"A personal acquaintance of many years' standing with Mr. Burke—and a knowledge of Burke Golf Goods—warrants me in commending to all interested in golf the goods made and sold by his company." This comes from one who knows.

#### Strictly a Quality Line

Vardon and Taylor both endorse Burke Clubs. They are made by skilled workmen—and every one is assembled with the world famous Burke Shaft. Correct in balance and feel. Built to such a quality standard, Burke Clubs naturally cost a little more. And they are worth a whole lot more.

If your dealer cannot supply you with the Burke line, we will be glad to send you our catalog and price list.

#### THE BURKE GOLF COMPANY

Newark, Ohio  
Wm. Burke, Pres., Rotarian



### THE TORCH PRESS

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Fine Book and Catalogue  
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CHAS. F. TROTTER, Principal

CIVIL-CRIMINAL-INDUSTRIAL INVESTIGATIONS

827 Andrus Building :: Minneapolis, Minn.

Chas. F. Trotter, Rotarian

the farmers and he secured fine cooperation from them, closing contracts with 159. The acreage on 159 farms in the county was increased 11 per cent over the acreage of the previous year. The value of the crops was \$148,191.50 and were disposed of without calling on the Rotary association, except in five cases and the total loss in these five was only \$30. The workers feel that a great deal was accomplished when it is considered that Plymouth County is not an agricultural district and that labor was scarce.

The corporation is to remain in existence to take up any future work for the advancement of the interests of Plymouth County farmers.

### MEMORIAL DAY IN MANCHESTER, ENGLAND

At the Manchester (England) Southern Cemetery there are 87 American graves, and a party of Americans and Britons paid tribute on Memorial Day, May 30, to the illustrious dead, with the same honor as if the men had been buried in their native land. The ceremony was most impressive and reverential. The day was one of sunshine—blossoming trees and flowers scented the air. The graves are situated in a quiet spot surrounded by trees. On each grave was an American flag, and by its side flowers were placed.

There was a large gathering inside the cemetery, and a procession consisting of the Lord Mayor, Lady Mayoress, the Clergy, Town Hall party, etc., Wingates Temperance Prize Band, and Firing Party from the Manchester Regiment.

The procession was met at the gates by the American Consul (Ross E. Holaday), Mrs. Holaday, Mrs. Proctor-Smyth, the Committee of the American Red Cross Society and a Guard of Honor from the United States Army. The Manchester Rotary Club was represented by Vice-President J. T. Warren.

### GOOD ROADS BOND ISSUE

Rotarians of Savannah, Georgia, under the direction of Steve Harris, worked hard for the Chatham County bond issue to be used in building good roads. Splendid results were obtained for the biggest issue of bonds ever floated in the county, \$2,500,000.

### CLUB NOTES

A protest from the Dothan (Alabama) Rotary Club caused the U. S. Sugar Equalization Board to defer export shipments for a time in order to relieve the fruit situation in the South, where great loss was imminent because local orders could not be filled.

The Savannah (Georgia) Rotary Club entertained the graduating class of the high school at luncheon. This is an annual event.

The Lexington (Ky.) Rotarians have expressed their desire to help find employment for men thrown out of work by the prohibition laws.

Chairman Tragle of the program committee of the Richmond (Virginia) Rotary Club introduced open-air meetings for the summer months. One was held on the lawn of Rotarian Tragle's home, and one has been held at the Boy Scout Camp.

The new Kiwanis Club of Huntsville, Alabama



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were guests at a dinner given by the Rotary Club, at which plans were talkt over for reorganizing the Chamber of Commerce.

Rotarians of *Dodge City*, Kansas, gave a picnic for about seven hundred school children which will be an annual affair. The children were all taken to the picnic grounds in autos.

Members and guests of the Rotary Club of *Valdosta*, Georgia, at the club's ladies' night were seated as their given names were called.

Rotarians of *Ocala*, Florida, their families and friends, enjoyed a ride down the Silver river to Silver Springs, which are said to be the largest in the U. S., where they had a moonlight picnic.

The new *Asbury Park* (N. J.) Rotary Club had a splendid meeting recently when Rotarian librarians attending the annual convention of the American Library Association were its guests.

When the 650 soldier inmates of the Park-view Hospital near *Pittsburgh* (Pa.) were evacuated, they were given a rousing send off by the War Camp Community Service who provided a 60-mile auto ride for them and by the Rotary club who provided and served personally the lunch for the whole bunch.

Every Tuesday some member of the *Newark* (Ohio) Rotary Club receives a Rotary button and a nice presentation speech. The next Tuesday he provides another button for another member, and the speech. President Spencer inaugurated this custom.

Notices of a meeting of the Rotary Club of *Newburgh*, New York, were sent out on pieces of the tin roof which had been on Independence Hall in Philadelphia for thirty-one years. On the notice was reproduced a picture of the Hall and the information was given that the only reason for removing the tin roof was that the building might be shingled as it was originally.

Ice cream for all the boys and girls in charitable institutions is being provided once a week during the summer months by the Rotarians of *Hamilton*, Ontario.

The *Hagerstown* (Maryland) Rotarians have just started the publication of a very interesting *Rotary Herald*.

A community kitchen for the county to be located in *Clarksdale*, Mississippi, is being investigated by the Rotary Club of that city.

*Williamsport* (Pa.) Rotarians have pledged themselves to raise \$4,500 a year for three years for Boy Scout work.

The Rotary Club of *Winfield* (Kans.) has started the publication of a monthly bulletin of Rotary activities.

At a Ladies' Night meeting of the *Louisville* (Ky.) Rotary Club President McVey of the state university outlined the problems and plans of that institution.

The *Kewanee* (Ill.) Rotary Club has re-elected E. E. Baker as president of the club. Rotarian Baker is also president of the Chamber of Com-

merce. The Boy Scouts were entertained recently, each Rotarian having a Scout.

Thirty Rotarians from *Green Bay* (Wis.) helpt to start off the new *Manitowoc* (Wis.) Rotary Club.

*Weston* (W. Va.) Rotarians are putting forth every effort to secure a modern Federal building for the city.

The Rotary Club of *El Paso* (Texas) will devote one meeting a month to civic matters. They had a recent meeting at which the mayor and other city officials were present to boost a bond issue for improvements.

The Committee on Boys' Work of the *New York City* Rotary Club has voted \$1,600 to two schools for playgrounds, and has pledged itself to pay expenses of a campaign among the colored people of Harlem to raise \$5,000 for the welfare of boys of their race.

*Savannah* (Ga.) Rotarians contributed \$625 to the Salvation Army Fund at a recent meeting.

The thirty-three members of the *Bath* (Maine) Rotary Club have pledged themselves to be responsible for \$20,000 to be used in the erection of a new hotel.

Ex-President William Howard Taft was the guest of the Rotary Club of *Charleston* (W. Va.)



## Found! A New Helping Hand for Business

The Self-Starting Remington Typewriter is translating lost time into saved dollars.

How?

See those little keys—those 5 fingers on this Remington Self-Starter!

They take the stutter out of typewriting and 12 halts out of the average business letter. Users tell us that they put more letters in the business day, more ease in the typist's day and more money in the cash box.

A typist says, "The Self-Starting Keys let me do real touch typewriting. I never have to take my eyes off the notes." A railway operator says, "With the Self-Starting feature, I find that I can

make greater speed and turn out almost double the work."

Of course no one advertisement can explain the details of the Remington Self-Starter. But the Remington salesman can. In 177 American cities he is as near as your telephone.

Give him 10 minutes of your time. See if he doesn't give you the secret to time savings which, if mentioned here, you might call impossible.

As a matter of daily business, the Remington salesman and the Remington Self-Starter are helping American business to proved savings of business time and business money. Won't you have some of the same?

REMINGTON TYPEWRITER COMPANY,  
(Incorporated)  
374 BROADWAY Branches Everywhere NEW YORK

# REMINGTON TYPEWRITERS



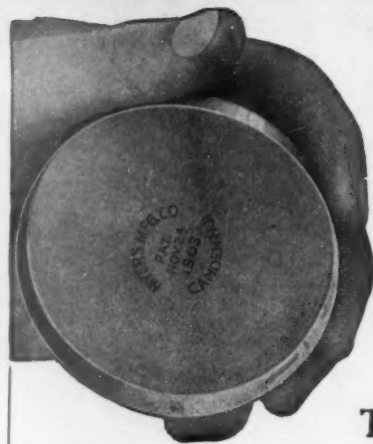
**"CUESTA-REY"**  
**CLEAR HAVANA CIGARS**  
**MADE IN BOND**  
 of the  
**Finest Imported Cuban Tobacco**  
*Sold by all best dealers.*  
**CUESTA, REY & CO.**  
**TAMPA, FLORIDA.**



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*Central Park West at 72nd Street*  
**NEW YORK CITY**  
**A hotel of distinction**  
**For guests of discrimination**  
**With tariff in moderation**  
 Near to the center of interest. Comfortably distant from the area of confusion. Stop at the Rotary Hotel next time you're in New York. You will have my personal attention. Write me for information budget with auto map, etc., sent gratis.  
**Rotarian Copeland Townsend**  
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**ROTARY HEADQUARTERS**  
 and the leading Hotel in Syracuse  
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**The New Willard**  
 Headquarters Washington Rotary Club.  
**FRANK S. HIGHT, President, Rotarian**  
*Visiting Rotarians Welcome*



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 Your Protection Against  
 Labeling Troubles**

The name stamped in the cover identifies the original Myers Patent Tin Boxes—"The Label Sticks—It's Part of the Box." The picture shows the inside of the cover—the tin top under the card. You paste your label on the cardboard in the tin top and it never will come off. Or, write on the cardboard and save labels. Best quality ointment boxes; well made; carefully finished; not expensive, ¼ oz. to 16 oz. Gilt Lacquered or Plain. Ask for them. Made by

**MYERS MANUFACTURING COMPANY**  
 Rotarian John H. Booth, President,  
 of CAMDEN, NEW JERSEY

**Your Concrete Floors  
 Shall Never Dust Again**

You can dustproof them and waterproof them by simply flushing on the colorless liquid chemical hardener.

**LAPIDOLITH**  
 TRADE MARK

**For Every Concrete Floor**

Lapidolith acts chemically on the Portland Cement converting it into a granite-hard mass, creating an unbreakable grip on the sand so that the friction of walking and trucking cannot grind it out.

Let us refer you to users of Lapidolith in your city and in your line.

Today send for sample flask, Lapidolithized block and book of testimonials, proof-in-advance.

DEPT. 28

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**264 PEARL STREET, NEW YORK**  
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 Paterson, N. J., Rotary Club

**Little Rock, Ark.**  
**Hotel Marion**  
 Rates \$1.50 and up. Absolutely Fireproof  
 Rotary Club Headquarters. Luncheon Thursdays, 12:30.  
*Visiting Rotarians Welcome.*  
**O. W. EVERETT, Manager**

**Denver, Colorado**  
**Savoy Hotel**  
 M. L. Mowry, Rotarian Manager  
 Chas. Adams, President  
 Rotary Club Luncheon held here Thursdays, 12:15.  
*Visiting Rotarians will please make themselves known*

while in the city to speak on the League of Nations.

**Lancaster (Ohio)** Rotarians and their ladies enjoyed an outing at the Country Club. Eleven new members were made to go thru their paces, much to the enjoyment of the ladies.

The Rotary Club of **Haverhill (Mass.)** devoted a recent meeting to discussing and aiding the work of the Salvation Army.

Rotarians of **Superior (Wis.)** attired in special costumes took part in the big homecoming parade. They also put on a big "Ye Old Tyme Dance" lasting thruout the week of festivities.

For perpetuating their fund for crippled children, **Spokane (Wash.)** Rotarians have decided to make donations to the fund on their respective birthdays.

**Elmira (N. Y.)** Rotarians were guests of Rotarian Lent, president of Elmira College, at the college. Madame Schumann-Heink was a guest and sang.

The work of the **New York City** Rotary Club was reviewed at a meeting at which the committee chairmen presented the work done. Rotarian Goldman reported the presentation of forty-four American flags to Rotary clubs outside of the United States.

A committee from the Rotary Club of **Evansville, Indiana**, helped to influence the City Council to make an appropriation to cover the work of a County Home Demonstration Agent.

The **Wilson (North Carolina)** Rotary Club has decided to hold quarterly evening business meetings from which visitors will be excluded.

Rotarians of **Davenport, Iowa**, welcomed ten of their fellow members who had been in the service with a fine dinner with all the trimmings, such as they hadn't had in the army, while the other members were served with very plain food on plainer dishes, cooked by army cooks.

An exceedingly interesting luncheon meeting was held by the Rotary Club of **Baltimore, Maryland**, when Charles H. Grasty, formerly of *The Baltimore Sun*, told of the things he learned at the Peace Conference, where he represented *The New York Times*.

President Lowell of Harvard and ex-President Taft were guests at a combined luncheon of the **Portland (Maine)** Rotary Club and Chamber of Commerce, and argued for the League of Nations.

**Brockton, Massachusetts**, Rotarians had more than fifty shoe manufacturers at luncheon and heard a talk on foreign shoe trade by the president of the New England Boot and Shoe Club.

Members of the **Bloomington (Illinois)** Rotary Club have subscribed \$5,000 to a fund for establishing a county home for boys.

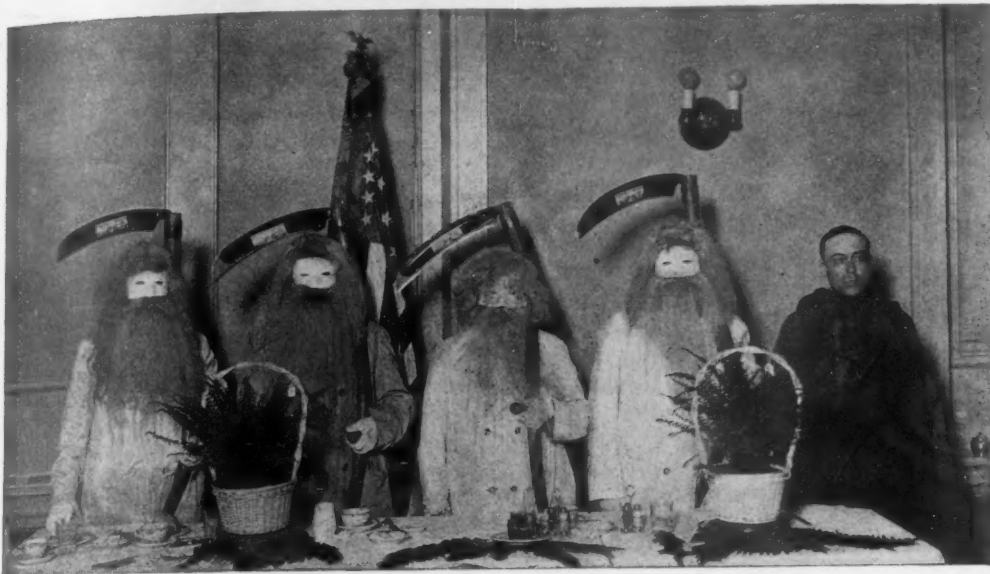
**A BOOK OF AVIATION**  
 The Manufacturers' Aircraft Association of the



United States has published a very attractive book entitled "Aircraft Year Book" as an earnest of the growing realization of aviation as a commercial business. The book has a short history of aviation, a detailed account of the air activities of

the United States during the war, and short histories of the different aviation manufacturing concerns in the country. It opens with a prophetic chapter under the title of "The Future of Aviation."

## Past Presidents' Club of Allentown, Pa.



Allentown (Pennsylvania) Rotary enjoys an auxiliary body that commends itself to all Rotary Clubs in the International Association. This is an organization composed of the past presidents of the club and is styled "The Inner Circle." It holds together for discussion and advice on Rotary activities and welfare the trained and experienced heads, and on various occasions has proved an almost indispensable adjunct. The receiving of the immediate past president into the Inner Circle is an event that is antici-

pated with much pleasure by the membership.

This year's initiation was impressive. The four past presidents, each garbed appropriately as Father Time, entered the dining room headed by a band playing a dirge and followed by the neophyte, clothed in sackcloth and ashes. The neophyte was called before the circle and solemnly received into membership. This was followed by brief addresses by each of the members of the Inner Circle, all emphasizing Rotary's objects and principles.

## BRITISH INDUSTRIES FAIRS

The people of Birmingham, London, and Glasgow are preparing for simultaneous industries fairs early in 1920 to prove to all the world that the British merchant, now that the war is over, is ready to do his big part in supplying the world's need.

The fairs will be held from 23 February to 5 March. This event has been an annual affair in London for several years under the auspices of the Board of Trade, and in Glasgow for three years under the direction of the municipality. In 1915 a movement was started to hold a similar fair in Birmingham, but the war prevented the consummation of these plans. Birmingham will enter the field next year with a fair under the auspices of the municipality and the Chamber of Commerce. The Birmingham fair will comprise groups of exhibits which will not clash with those of London and Glasgow; it will be held in every available building in the city and tentative plans are being made for the erection of kiosks and exhibit stands in the squares and main streets.

## CANADIAN SOLDIERS ON THE LAND

The returned soldiers in Canada are quickly taking advantage of the opportunity afforded thru the Dominion Government's Soldier Settlement scheme to settle on the land. The latest available figures of the operations of the Soldier

Settlement Board show that up to the 5th day of July, 21,752 applications for Qualifications Certificates enabling them to take advantage of the scheme had been received throughout the Dominion. Of these applications 16,116 had been approved.

Up to June 28th, the Board had approved 5,900 loans amounting in all to \$17,761,605. As the average loan is thus \$3,130 and as loans have only been made as yet to about one-third of the applications approved, it is probable that by the time all the applications are in and dealt with, \$70,000,000 will have been advanced.

—Department of Public Information, Dominion of Canada.

## PHYSICAL EDUCATION SERVICE

The National Physical Education Service, established at 818 Connecticut Avenue, Washington, D. C., by the Playground and Recreation Association of America, represents the cooperative effort of more than thirty organizations working to secure progressive state and federal legislation for physical education.

At a meeting in Chicago, April 9th, last, representatives of twenty-two of the co-operating agencies formed a plan of organization and combined action, pledging united effort under the leadership of the National Service.

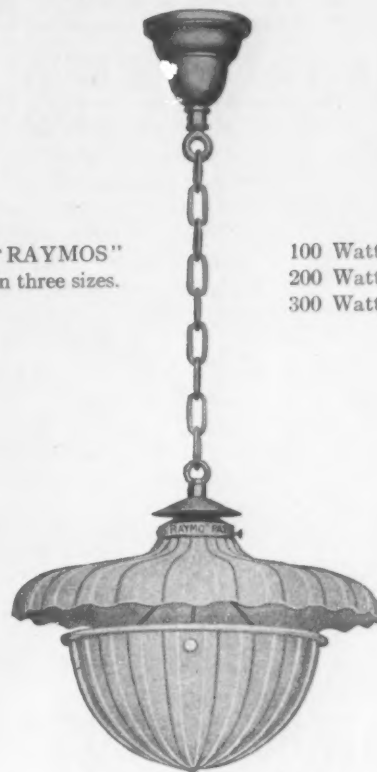
E. Dana Caulkins, manager of this service, read a report of the first four months' work, de-

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in three sizes.

100 Watt  
200 Watt  
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Cotillon Works**

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A new book for business men  
by Edward Earle Purinton, author of  
"Efficient Living" and "The Triumph of the Man Who Acts"

## personal efficiency in business

PRICE  
\$1.50  
NET

In this new book, Mr. Purinton applies to business practices the principles of personal efficiency he has been teaching for over sixteen years. He shows how, in the office, the factory, on the road, in every trade and business and profession, it is the man himself who must make an efficiency system successful; and in a tone of common sense, illuminated by a wide knowledge of his subject, he points out a number of ways of achieving both business and personal efficiency at the same time.

Chapters upon Efficiency in the Factory, Office Efficiency, Disorder vs. Red Tape, The Clean Desk, Professions on a Business Basis, The Efficient Salesman, A Busy Man's Reading, etc., make this book stimulating criticism of the haphazard methods most of us employ in our daily lives, and provide innumerable suggestions for the man who is anxious to enlarge his business and increase his own abilities.

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### The Champagne of Ireland

Over fifteen  
centuries ago  
St. Patrick's  
Well in Dublin  
was famous  
throughout  
Ireland.

Today the  
waters of this  
historic well are drunk the world over in "C & C"  
Ginger Ale.

"C & C" has the life, the sparkle, the delicious  
crispness of champagne, without the fire.  
See that you have "C & C" at the Club weekly  
luncheon and the monthly dinner and order in a dozen  
of "C & C" for your home.

Made by CANTRELL & COCHRANE, Ltd.

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DUBLIN & BELFAST  
Agents for U.S.A., Messrs. Edward & John Burke.  
Ltd., 616-620 West 46th St. NEW YORK.  
who will give full information to Rotarians as  
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FAIRNESS The Home of Simplicity, Refine- GOOD  
COURTESY ment and Comfort for the Traveler SERVICE  
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W. G. Kerns, Proprietor, Rotarian  
Rotary Club Luncheons held here Fridays at 12:00  
All Rotarians Welcome

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Rotarians, when you come to Chicago  
don't fail to visit

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George Kercher (Member Rotary Club) Sec'y  
Best Baths in Chicago Established 40 Years

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THE KEHM-FIETSCH & MILLER CO.

430 WEST ERIE STREET, CHICAGO  
EARL R. BENEDICT, Rotarian

scribing the sending of seven special representa-  
tives to assist in the promotion of legislation in  
thirteen states, the placing of magazine articles,  
the publication and extensive distribution of  
pamphlets, the promotion of addresses on  
physical education by prominent men (includ-  
ing two cabinet officers) and arranging for the  
presentation of the subject of physical educa-  
tion at twenty important conventions. C. W.  
Savage of Oberlin College is acting Field Di-  
rector of the Service.

Unanimous sentiment was apparent for im-  
mediate effort to translate into operative legis-  
lation the new popular sentiment in favor of  
physical education. Reports showing one-third  
of the drafted men physically disqualified, and  
similar revelations of the recent war, proved  
beyond a peradventure that the physical fitness  
and physical development of the citizenship is  
a public responsibility, and that failure to make  
proper provisions may in time of crisis result in  
national calamity.

Thirteen states were reported to have at the  
present time more or less satisfactory laws pro-  
viding universal physical education in the  
schools. Attention was called to the \$100,000-  
000 federal bill creating a Department of Edu-  
cation headed by a cabinet officer and including  
a provision of \$20,000,000 for physical educa-  
tion. Those present were in hearty agreement  
that the passage of this bill would mean ade-  
quate acceptance by the Federal Government  
of its responsibility for physical education.

The National Physical Education Service will  
also actively support proposed legislation giving  
the states federal assistance in the promotion of  
physical education, but not involving a general  
reorganization of the present educational system  
of the government.

The pressing importance of this movement to  
build up and fortify the physical fitness of the  
nation cannot fail to elicit from every forward-  
looking organization an abundant enthusiastic  
cooperation.

### HIGHWAYS IN THE U. S. A.

That highways are an integral part of our  
(American) nation's system of transportation  
has been emphasized by the war, and an  
enormous development is at hand, so important  
as to require a comprehensive national policy,  
under which federal appropriations for high-  
ways will be applied to national needs for in-  
terstate commerce, agriculture, postal delivery  
common defense, and general welfare.

Congress should create a federal highway  
commission, independent of present departments  
of the Government, composed of members from  
the different geographical sections of the coun-  
try, to perform all executive functions of the  
federal Government pertaining to highways, in-  
cluding those relating to existing appropriations  
in aid of state construction. Such a commission  
should act in co-ordination with any federal  
agency that may have functions of articulating  
rail, trolley, water, and highway transportation.

Congress should make substantial appropria-  
tions for the construction and maintenance of  
a national highway system to serve the need for  
the maintenance of interstate travel and traffic.

The commission should report to Congress a  
plan for continued aid for state construction of  
highways in the period beyond 1921, to which



time the provisions of existing federal-aid laws extend.

Expenditures of funds should be permitted only for highways which are of a permanent type, having thoro drainage, substantial foundations, sufficient width, and a capacity for traffic which will be reasonably adequate for future needs.

Resolution adopted at annual meeting of the Chamber of Commerce of the United States.

#### INSIDIOUS PROPAGANDA

Efforts have been made to tell every wounded soldier, either in France, on the transport bringing him home, or upon his arrival in this country, (America), about the plans of his Government to cure him as far as humanly possible and then to retrain him for a new occupation if this is necessary. Pamphlets by the million have been distributed telling these men of their rights, first in the hospitals, then under the Federal Board for Vocational Education Act and finally the provisions made for their compensation.

In spite of these efforts, many of these disabled men are still skeptical; still think that the Government plans to cheat them out of their pensions; that since they have become permanently disabled fighting for their country, this country is simply going to throw them on the scrap-heap.

These views are due to an insidious propaganda which consciously or otherwise has been spread around.

Every patriotic citizen should stamp out such propaganda just as thoroly as they did the Hun propaganda during the war. The gigantic task which confronted certain departments of the Government may have slowed them up in the beginning, but every agency entrusted with this work is now hitting its stride. Our disabled soldiers will be re-educated, will be furnished with the necessary artificial appliances when they are ready for the same, and will be retrained and placed in profitable employment.

It is your Government and you have a part in this great work. Don't damn by faint praise but jump in and help make these high ideals realities.—*Carry On.*

#### PERPETUAL CALENDAR PLAN

If the Reverend Herbert Percy Hames of New York City has his way, it will not be long before the world is going along upon a perpetual calendar according to a plan devised and copyrighted by him. The striking feature of the proposed calendar is the addition of a thirteenth month to the year, between June and July. Every month is to consist of 28 days, which accounts for 364 days. The 365th day will be neither the 29th day of December nor the 1st day of January and is to be known only as New Year's Day.

To inaugurate this calendar, Dr. Hames says a year like 1922, "which opens correctly astro-nomically, religiously and civilly," must be selected. Then every month would begin on a Sunday and end on a Saturday. The days of the week would always follow regularly upon corresponding dates of each month.

To provide for the extra Leap Year day, every four years an extra day is inserted between the 14th and 15th days of the 13th month. It will be "Leap Year Day," and a legal holiday immediately preceding Sunday.

Anniversaries falling on days prior to the 28th

## "WYLKEDIN" SUITS, COATS & SKIRTS

Order a  
"WYLKEDIN" SUIT  
direct from Edinburgh, Scotland.

These splendid garments are made in the Scotch capital and represent the very best in Harris, Shetland and St. Kilda real Scotch Tweeds. They are beautifully finished, the tailoring being of the highest class. The importance of the name "Wylkedin" lies in this—it guarantees the garments being all pure wool.



"Wylkedin" Suit

**THE "WYLKEDIN" TRIAL OFFER**  
There is good business to be done in "Wylkedin" suits and coats in your town. To prove their selling powers, order the following trial lot:

12 "Wylkedin" costumes at.....each, \$30.00  
12 "Wylkedin" weathercoats at....each, 24.00

If you want to know more about the costumes before ordering and to inspect the latest styles, write for copy of the latest "Wylkedin" list.

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Your local furniture dealer will take pride in showing you Karpén pieces from our extensive lines.

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DESIGNERS AND MANUFACTURERS

Chicago Michigan City New York

### Memorial Church Windows

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Style and Stability

An Old Southern Gentleman

is not any more jealous of the honor of his family name than we are of the fair reputation of our

## Charlotte Diners

Every Charlotte dining chair is thoroughly tested for noises and shakes, even though we know beforehand that we won't find them. It's the winning combination of the Charlotte Joint-Lock and perfect materials that makes a Charlotte Diner the best Dining Chair in the world.

Choice of solid walnut, solid mahogany, and solid quartered oak in a great variety of popular styles. We'd like to send you our illustrated catalog.

BILL GRAHAM, Rotarian

**CHARLOTTE CHAIR CO.**  
CHARLOTTE, MICHIGAN



The Electric Safety razor makes shaving a pleasure. Blade vibrating 7,200 times a minute cuts the beard smoothly and without slightest pull or irritation—feels like a gentle massage. Can be used with or without electric current.

All users of the Lek-Tro-Shav speak well of it

A barber says: "Have shaved for years and have never used any shaving device near its equal."

A home user says: "The most pleasing shave I've ever had in my life. Shaves my face closer than I used to shave, but there is no after irritation or ill effects, as I usually get from another razor."

No. 1. Made for use from Light Socket.

No. 2. Made for use from Dry Battery.

Write for illustrated circular describing Lek-Tro-Shav Safety Razor fully.

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Rotarian.

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We have done two notable things in Gummed Label making that are not usually associated raised the standard and lowered the price. We are making better labels at the same time that we are making them cost less.

Someone else's higher price may not be due to the desire for too much profit, but lack of right facilities.

No other concern has the equipment for making gummed labels of the better sort that we have—had to design some of our machinery ourselves.

Every part of this equipment means better labels for less money by cutting out cumbersome and time-wasting methods.

We say it boldly—No one else in the country can sell our kind of labels at our prices.

**Fenton Label Company, Inc.**

Ninth and Thompson Sts.  
PHILADELPHIA, PA.

will not be affected, except that each will fall always upon the same day of the week. July 4th will be on Wednesday; Christmas on Wednesday, etc. Persons born on the 29th, 30th or 31st of the month under the present calendar will transfer their anniversaries to the 1st, 2nd or 3rd of the succeeding month. It is suggested that movable holidays and feast days be arbitrarily fixed.

### GOVERNMENT AND BUSINESS

The very essence of civilization is that there be placed upon the individual only that degree of restraint which shall prevent his encroachment upon the rights of others, thus releasing to the utmost individual initiative in every proper direction.

Our American form of government most effectively expresses and maintains this principle. Within our basic law exists ample provision for such changes as may from time to time be necessary to safeguard our people. It is therefore essential that our government should scrupulously refrain from entering any of the fields of transportation, communication, industry, and commerce, or any phase of business when it can be successfully undertaken and conducted by private enterprise. Any tendency of government to enter such fields should be carefully weighed in the light of its possible effect upon the very genius of our institutions.

*Resolution adopted at annual meeting of Chamber of Commerce of the United States.*

### SENTIMENT IN BUSINESS

WITHOUT sentiment, our business would be merely a sort of commercialized German Kultur.

Which does not coincide with the views of those who profess to believe that sentiment has no place in business.

Some men, we suppose, really believe themselves when they say this. But they are not happy men. They get nothing out of life but money and grief.

The big things—fellowship—good will—the joy of living and working and accomplishing things worth while—these are missing. We in service find time for friendship and good will.

We believe the real business man is a sportsman—that he has the sportsman's love for honor and fair play—that he would rather give an advantage than take one. We believe that business is a splendid game, in which unfair play is as much out of place as it is in golf or football.

We want our business associates, and our competitors for our friends.

We sell to make money—to people who buy for the same reason.

But after all, the really big things that service holds for us are the friendships, the good will, the broadening influences, the joy of achievement.

All these are the by-products of sentiment. Take them away, and service degenerates into a tread-mill—and we into common slaves.

—A manufacturing corporation.

### ORIGIN OF POPULAR SAYINGS

All of us frequently use expressions of which we do not really know the meaning.

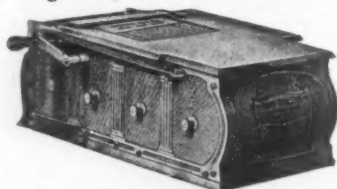
Noon is the traditional hour for a wedding

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Let us show you the remarkable advantages  
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If you use Roll Stationery we can  
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## Waterman's Ideal Fountain Pen

is the most economical, convenient and thoroughly satisfactory writing tool you can employ.

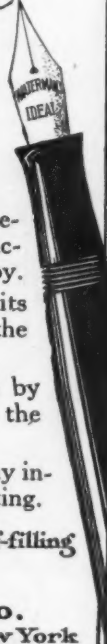
In its years of service it earns its cost over and over again in the saving of ink alone.

In an open inkwell the waste by evaporation frequently exceeds the amount used.

There is a nib and size to fit any individual character of hand writing.

Three Types—Regular, Safety, Self-filling  
\$2.50 and up  
At Best Dealers

**L. E. Waterman Co.**  
191 Broadway      New York



## Janssen Wants to See You!

"The Famous Hofbrau"

Broadway and Thirtieth Street  
NEW YORK

Quaintest Place in America

**A Wonderful Restaurant**

August Janssen, Rotarian

Branch at New Haven, Conn.



ceremony because in the olden days in England the bridegroom could not be relied upon to be sober any later in the day than this hour.

The word "tip"—meaning a fee given to a servant—is made of the first letters of the phrase "to insure promptness." The inscription used to be on money boxes in every tavern, in which travelers dropt their coins, which later were divided equally among the servants.

When we say we give a person the "cold shoulder" it is because of a custom once prevalent in France of serving a cold shoulder of mutton instead of hot meat to a guest who had stayed longer than he was welcome.

An unmarried woman is called a "spinster" because in olden days they were prohibited from marrying until they had spun a full set of bed furnishings. Because of the time they thus spent at the spinning wheels they were called "spinsters".

In the olden days a baker who gave short weight had awful things happen to him and consequently when called upon for a dozen rolls he put in an extra one to be on the safe side. Thus, the phrase "baker's dozen" originated.

In primitive days a newly married man had to wait upon his bride and serve at her table on his wedding day. Thus, the word "bridegroom" came into the language.

—The Craftsman.

#### THE ONE WHO FOLLOWS

One day an old umbrella mender brought his skeleton frames and tinkering tools into the alley back of my office. As he sat on a box in the sun mending the broken and torn umbrellas, I noticed that he seemed to take unusual pains, testing the cloth, carefully measuring and strongly sewing the covers.

"You seem extra careful," I remarked.

"Yes," he said, without looking up, "I try to do good work."

"Your customers would not know the difference until you were gone," I suggested.

"No. I suppose not."

"Do you expect to come back?"

"No."

"Then why are you so particular?"

"So it will be easier for the next fellow who comes along," he answered simply. "If I put on shoddy cloth or do bad work they will find it out in a few weeks, and the next mender will get the cold shoulder or the bull dog."

#### A PROMISE TO AMERICA

I love the United States of America. I love my country's flag. I love my country's language. I promise:

1. That I will not dishonor my country's speech by leaving off the last syllable of words.
2. That I will say a good American "yes" and "no" instead of an Indian grunt "um hum" and "um pum" or a foreign "ya" or "yeh" and "nope."
3. That I will do my best to improve American speech by avoiding loud rough tones, by enunciating distinctly, and by speaking pleasantly, clearly and sincerely.
4. That I will learn to articulate correctly as many words as possible during the year.

—A pledge made by children in public schools of Chicago, Ill.

## Molle Typewriter



*Neither Toy or Experiment*

**APPROVED AND USED BY U. S. WAR DEPARTMENT**

Standard machine weighing 11 $\frac{3}{4}$  lbs., unbreakable one-piece aluminum frame, universal keyboard, 90 characters.

Possesses every essential feature of larger, heavier, more costly typewriters. Three unit machine: base, carriage and action. Many troublesome parts eliminated.

The machine for both office and home. Does the work of any typewriter, regardless of cost.

**OFFICE AND FACTORY**

Oshkosh

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**TRY ONE**

**30 DAYS FREE at our Risk**

The Cabinet for Executives, Department Heads, and Professional men.

A quick and easy file that should be in every office, if not at every desk, for the handling of daily routine or private filing matter and card records.

**LETTER AND CAP SIZES**

Quartered Oak and Mahogany

High grade throughout

Twenty-five per cent lower cost than any section of a cabinet of equal grade and capacity.

Such concerns as Burroughs, Cadillac, Westinghouse, U. S. Cartridge and hundreds of others have tried them out and ordered more.

Get acquainted with a DESK COMPANION and other Automatic Filing Appliances in Upright or Sectional Cabinets, Flat Top Desks, fitted with easy-running AUTOMATIC WOOD-STEEL FILE DRAWERS will be next in line.

GUARANTEED SUPERIOR or no sale at our expense.

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The ALLEN TIRE CASE provides complete protection for the spare. The high Quality of this tire case is recognized by motorists everywhere.

**ALLEN AUTO SPECIALTY CO.**

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and

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**Magnolia Springs, Fla.**

28 Miles South of Jacksonville

Military, Naval, Ground School of Aviation. 250 acres. On bluff overlooking St. Johns river. Large spring of purest water. 9-hole golf course. Concrete tennis courts. One of largest indoor swimming pools in South. Opera house and dance hall. Boat landing for largest boats. A. C. L. depot on grounds. Paved road passes through property. Long distance telephone connection. Electric lights, steam heat, refrigerating plant, steam laundry, etc. Main building contains 250 rooms, all excellently furnished, many of the bedrooms being equipped with private baths. Graduates have entered without examination the freshman classes of West Point, Pennsylvania, Virginia, Brown and other leading universities. Military work under direction of War Department. Ranks with best schools of the kind in the country, both in equipment and in character of work. In one of the most delightful health resorts in the state. Easy of access by rail, by water and by auto. Cadets admitted from seventh to twelfth grades. Get further information by writing Col. Geo. W. Hulvey, Supt., until Sept. 1, Box 1050A, Jacksonville, Florida; after that date, Magnolia Springs.



## ROTARY SEALS

Cut out, Gold, Embossed  
\$1.00 a box of 500 post paid  
Arthur Woodward  
1476 Broadway New York



*In the Heart of Chicago*  
**Hotel Sherman**  
 Downtown Rotary Club Hotel  
 Write R after your name when you register (R)  
 Luncheon of the Chicago Rotary Club every  
 Tuesday and Rotary Round Table luncheon  
 every day at this Hotel Visiting Rotarians  
 always welcome.

Perhaps in your plant a number of expensive materials can be replaced to advantage by

## VUL-COT Fibre

(a higher development of vulcanized cotton fibre)

For insulating purposes it is fast supplanting mica, porcelain, hard rubber and glass.

For noiseless gears and countless other machine parts, it is taking the place of rawhide and similar substances.

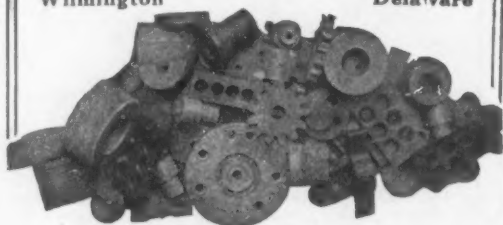
Wherever used, **Vul-Cot Fibre** gives maximum wear and reliable, economical service.

*Write for samples, prices, etc.*

**American Vulcanized Fibre Co.**

524 Equitable Bldg.

Wilmington Delaware



### One Little Ad

One step won't take you far,  
 You've got to keep on walking;  
 One word won't tell folks who you are,  
 You've got to keep on talking.

One inch won't make you very tall,  
 You've got to keep on growing;  
 One little ad. won't do it all,  
 You've got to keep them going.

—Selected.

**Montreal, Que.**

**CANADA'S LEADING HOTEL**

**"The Windsor"**

DOMINION SQUARE

JOHN DAVIDSON (Rotarian), Manager  
 Visiting Rotarians Always Welcome.

# A Rotarian Live Wire

By Maude Murray Miller

NOT every boy who thinks when he grows up he wants to be a policeman or a stage coach driver reaches that pinnacle of boyhood glory, but when Harry Aubrey Toulmin, Jr., toddled over his nursery floor and demanded of his mother and his nurse that he be called Colonel instead of Pet Lamb, he was laying the foundation of its realization.

When the word went forth that America was going to war with Germany, Harry Toulmin was busy in the patent attorney offices in Dayton, Ohio, where he is a partner with his father, trying to figure out how many of the new aeroplanes made during the war were infringements on the patents of the famous Wright brothers. But he heard the call to war, and hastening to Washington, offered his services to the government free of charge. So the Powers That Be made him assistant secretary of the Munitions Board, Council of National Defense.

But this ambitious youngster's great-great-grandfather was Judge Harry Toulmin of Kentucky, a personal friend of Thomas Jefferson, who appointed him to the Federal bench in 1804; and his great-grandfather was Theophilus Lindsey Toulmin, who became a General in the United States Army before he was twenty-one; so he did not tarry long there.

He was switched over to the Ordnance Department in Washington, with the rank of Captain, as executive assistant.

But the title of Colonel, by which he had been called all thru his childhood and boyhood at home, still was the shining mark before the young Captain. Then one day, before one could say "Jack Robinson," he was advanced to the rank of Major of Ordnance, and sent to France.

### And Keeps His Promise

"I think I should go as Colonel," said young Toulmin.

"But you are too young," was the answer.

"Well, I will go as a Major, but I will come back a Colonel," said young Major Toulmin, as he started on his special mission to study up new ways on bombing, and new features of bombing apparatus.

He wanted to do some Big Thing, something big enough to use capital letters in expressing it. The Air Service turned the trick. He was put into the Aerial Armament Division in France, and one day when Fate was especially kind, General Williams, Chief Ordnance officer of the American Expeditionary Forces, named Major Harry Aubrey Toulmin to be Chief of the Aerial Armament Division.

Then his head was in the clouds, but his feet were stuck in the mud in France, and he pulled that Division into a forceful working unit. Fate was still taking a hand in his life, and on June 19, 1918, Major Toulmin was promoted to the rank of Lieutenant-Colonel of the Air Service, and made Chief of Co-ordination staff, and assist-

ant officer in charge of Supply, Production and Engineering.

At twenty-eight his boyhood dream had come true and he was a Colonel.

Before anybody but the Germans had thought of war, Harry Toulmin was a student in the University of Virginia. After graduating there he entered Ohio State University Law Department, graduating, and taking his place as partner of his father.

### A Great Joiner

He was a great "joiner" in those days, and looking over "Who's Who In America"—1916-1917—one gasps at his accomplishments. He was a gold medalist in the University of Virginia in 1911; admitted to the Ohio bar in 1913 and to practice in the United States Supreme Courts. He was then less than twenty-five years of age.

He didn't know in those days just how he was to attain the rank of Colonel, but he knew it was coming, so while he waited, he joined these organizations, and has the pleasure of paying his dues in them: American Academy Political and Social Science; National Municipal League; Franklin Institute, Philadelphia; Chamber of Commerce of United States; Phi Beta Kappa; Sigma Delta Chi; Phi Kappa Psi; Phi Delta Phi; Raven Society; Fellow Royal Statistic Society, England; Dayton Country Club; Miami Valley Hunt polo; Piedmont Hunt, Virginia, and the Rotary Club of Dayton, Ohio.

Catch your breath and go on: Franklin Institute of Mechanics Arts; American Society of Contracting Engineers; Foreign member chartered Institute Patent Agents of Great Britain; Fellow Royal Statistical Society of England; American Political Science Association; American Academy of Political Science; National Municipal League; Canadian Political Science Association.

Colonel Toulmin is also a writer of note, being the author of "Social Historians," a charmingly written story of the South and its writers, and "The City Manager," a book which so well explains the commission form of government that it has become a text book on the subject. Besides these he has written many magazine articles, and newspaper stories on vital subjects of the day.

Now that the boy has become a man and attained the rank of Colonel, he should be satisfied. But with the Southern blood of Alabama and Virginia, inherited from his father and his mother, he just naturally turns to politics, and a political bee is buzzing around his bonnet. He has not said just which way his feet are itching to go, but as his old black Mammy says:

"Mah Lawd! When he stahts a clippin' down de road, evah body better git outen his way, or dey'll git run ovah."

—R—

### Men of the North and the South

The nature of man is identical thruout the universe; and he who supposes the man of the North incapable of the virtues of the man of the South, errs as much as he of the narrow heart who believes that the man of the South is lacking in any whatsoever of the essential qualities of the man of the North.

—José Martí, the famous Cuban patriot.



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